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ABSTRACT

It is recommended that: (1) the American Library Association continue to be an organization for both librarians and libraries with the broad objective of promoting and improving library service and librarianship; (2) the Association's highest current priorities be recognized and officially established as: social responsibilities, manpower, intellectual freedom, legislation, planning, research and development, democratization and reorganization; (3) substantially increased amounts of the Association's budget be directed toward implementation of these priorities and (4) specific action be taken in each of the stated priority areas. The official statement of the Activities Committee on New Directions for ALA reflects the results of all its thinking and conclusions. It absorbs and thus supplants the first or interim report presented at Midwinter. Although the main body of the report incorporates much material lifted almost intact from the reports of the subcommittees, the appendixes contain the complete and unedited final reports of all the subcommittees. The committee feels that giving the membership the opportunity to examine the full expression of the thinking of the subcommittees justifies the repetition. (NH)

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AMERICAN LIBRARY ASSOCIATION

# FINAL REPORT
of the
ACTIVITIES COMMITTEE ON NEW DIRECTIONS FOR ALA
and
SUBCOMMITTEE REPORTS

Submitted to President William S. Dix
and the
Membership of the Association

June, 1970

U.S. DEPARTMENT OF HEALTH, EDUCATION & WELFARE
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## American Library Association

## Activities Committee on New Directions for ALA

## SUMMARY OF MAJOR RECOMMENDATIONS

Each of the major recommendations for action here presented to the membership by the Activities Committee on New Directions for ALA carries with it an additional recommendation for referral to the unit of the Association designated by the Constitution or Bylaws to initiate action. In some instances, it will be necessary for the Executive Board or Council to instruct an appropriate committee or other unit to carry out the implementation or further study required.

IT IS RECOMMENDED THAT:

1. The American Library Association continue to be an organization for both librarians and libraries, with the overarching objective of promoting and improving library service and librarianship.

2. The Association's highest current priorities be recognized and officially established as: social responsibilities; manpower; intellectual freedom; legislation; planning, research and development; democratization and reorganization.
Refer to: Council

3. Substantially increased amounts of the Association's budget be directed toward implementation of these priorities.
Refer to: Executive Board

4. Specific action be taken in each of the stated priority areas:

a. Social Responsibilities

(1) Define the broad social responsibilities of ALA in terms of (a) the contribution that librarianship can make in ameliorating or even solving the critical problems of society, (b) support for all efforts to help inform and educate the people of the United States on these problems and to encourage them to read the many views on, and the facts regarding, each problem, and (c) the willingness of ALA to take a position for the guidance and support of its members on current critical issues.
Refer to: Council

(2) Establish an ALA Office for Social Responsibility to carry out programs for (a) library service to the disadvantaged, (b) international relations, (c) communication with the membership.
Refer to: Executive Board

b. Manpower

(1) Combine ALA's existing staff activities relating to the personal welfare of librarians, to library education and training, and to recruitment into a new Office of Library Manpower, to be responsible for (a) programs relating to all aspects of library manpower as specified elsewhere in this report, including, but not

limited to, recruitment, education and training, salaries, status, welfare, employment practices, tenure, ethics, and other personnel concerns, (b) the establishment of standards, (c) the development of sanctions for enforcement of policies and standards.

Refer to: Executive Board

(2) Develop, adopt, publicize, and promote a Recommended National Library Manpower Policy encompassing advanced concepts of staff recruitment, development, utilization, and compensation, including the principles of sexual and racial parity at all levels and in all types of libraries.

Refer to: Executive Board

c. Intellectual Freedom

(1) Expand the staff and budget of the Intellectual Freedom Office to enable it to engage in a nation-wide informational program opposing censorship and in support of intellectual freedom, to conduct workshops for state and regional associations, and to help libraries develop educational programs.

Refer to: Executive Board

(2) Make close and careful evaluation of the ability of the Freedom to Read Foundation to fulfill the expressed need of ALA for a means of providing grants to help meet the cost of legal action and, on an interim basis, the cost of living for members discharged or forced to resign because of their defense of intellectual freedom or in violation of their personal rights of freedom of expression or action; and if, within a reasonable time, the Foundation proves unable to reach a satisfactory level of performance, and further, if there is evidence to indicate that performance would be improved by bringing the functions of the Foundation within the Association, then action should be taken to that end.

Refer to: Executive Board

(3) Establish a policy and just procedures whereby any member whose actions violate the Library Bill of Rights may, after a fair hearing, be suspended from the Association.

Refer to: Executive Board

d. Legislation

Increase the budget of the ALA Washington Office: to permit the employment of additional permanent staff for the purpose of establishing closer liaison with staff and officers of the various divisions of ALA as well as state, regional and local library associations; to pay for the service of consultants to develop the data and perform analyses needed in support of library legislation; to provide leadership in helping decision-makers at every level of government understand the role of good library services in facilitating educational, social, economic and cultural progress.

Refer to: Executive Board

e. Planning, Research and Development

(1) Expand the Office of Research and Development to permit the employment of staff having special competence in the area of research, thus enabling ALA to take an active role of leadership in the development of research in Library Science.

Refer to: Executive Board

(2) Establish a permanent Committee on Planning to provide the thorough planning necessary to achieve the long-range goals of the Association.
Refer to: Council

(3) Expand the present Library Research Round Table to a Round Table on Planning and Research in order to give librarians concerned with both of these activities an opportunity for interaction.
Refer to: Council

(4) Make long-range studies of the feasibility of further expanding the Office of Research and Development to include staff to actually perform some research at ALA headquarters.
Refer to: Executive Board

f. Democratization and Reorganization

Recommendations in this priority area are in three categories:

(1) Short-range, i.e., capable of being put into effect either immediately or very early after approval.

(a) Enforce the existing policy of limiting any individual to membership on not more than three committees.
Refer to: Executive Board

(b) Elect all members of Council at large; change the composition of Council to eliminate past presidents of the Association; fix the number of voting members of Council at 96.
Refer to: Council

(c) Direct the ALA Nominating Committee in preparing its slate for Council to reflect the distribution of membership among the several divisions; facilitate and publicize the procedure for nomination by petition.
Refer to: Executive Board

(d) Include on the election ballot a brief biographical statement about each candidate as well as a statement of his concerns.
Refer to: Executive Board

(2) Middle-range, i.e., requiring some further study and organizational adjustment before implementation.

(a) Develop, adopt, and operate in accordance with, a progressive overall policy governing effective communication.
Refer to: Council

(b) Realign the present divisional structure to provide three type-of-library divisions (American Association of School Librarians, Association of College and Research Libraries, Public Library Association) and four type-of-activity divisions (American Library Trustee Association, Library Administration Division, Reader Services Division, Resources and Technical Services Division)
Refer to: Council

(3) Long-range, i.e., requiring extensive study by staff and membership to develop creative schemes for restructure of the Association. Two possible schemes are suggested for particular consideration:

(a) A federation of library organizations with specialized interests. At the top would be an "umbrella" of offices responsible for general concerns and centralized services.

(b) A functional organization composed of five type-of-activity divisions (Management Development, Staff Development, Media Development, Environment Development, and Services Development) and three autonomous affiliates (Intellectual Freedom, Legislative Education and Action, and Research and Planning)

Refer to: Council

American Library Association

Activities Committee on New Directions for ALA

# REPORT OF THE COMMITTEE

## Introduction

This report is the official statement of the Activities Committee on New Directions for ALA and reflects the results of all its thinking and conclusions. It absorbs and therefore supplants, rather than supplements, the first or interim report presented at Midwinter. Accordingly, the main statement includes all the opinions and recommendations furnished in the earlier report, modified here only as new information, membership comments, or further consideration led to amendment of the original statement.

Many of the conclusions in this report were arrived at by consensus, others by resolution. Although the determination of highest current priorities was actually made by vote, the surrounding discussion showed remarkably little disagreement among the members of the Committee as to "those priorities for action which reflect the desires and needs of the members of ALA". It was, moreover, the clear understanding of the Committee that the naming of "priorities" did not of itself imply the downgrading of any other existing areas of ALA activity, but meant, as the Memorandum of the first meeting shows, that priority concerns call for "increased" or "extra special" effort.

Once the priorities were agreed upon, each was assigned to a subcommittee (sometimes referred to as a "panel") for detailed study and report back to the full committee. Out of discussion of all the reports except that on democratization and reorganization, agreement was reached as to what portions of the subcommittee recommendations could be accepted as the full committee's thinking and be incorporated into the Interim Report to be presented at Midwinter.

With respect to organizational matters, however, the procedure was somewhat different. The first report of the Panel on Democratization of the Association and Alternative Patters of Organization for ALA was presented as a working paper rather than as recommendations for action. No tentative recommendations on organization were offered in the Interim Report. At the conclusion of the Midwinter Meeting, the Committee concluded that organizational concerns were so vital that it should become, in effect, a committee of the whole on these matters. Therefore, the subsequent report of the Panel on Democratization has also served the Committee as a working paper rather than as a tentative statement of conclusions and recommendations.

Although the main body of this report incorporates much material lifted almost intact from the reports of the subcommittees, the Appendixes contain, complete and unedited, the final reports of all the subcommittees. In spite of the inevitable repetition thus produced, the Committee feels that the membership should not be denied the opportunity to examine the full expression of the thinking of the subcommittees. Where the final report of a subcommittee (e.g., Planning and Research) only supplemented the earlier report, both have been included.

The Membership Resolution which led to the establishment of ACONDA included two provisions regarding the conclusions and reports of the Committee:

> "Whenever, by a simple majority vote, the committee determines to do so it shall forward recommendations to any other ALA committee, round table, or division or to the Council or the Executive Board.
>
> "The committee shall issue an interim report of progress to the membership at the 1970 Midwinter Meeting and the report shall be published in the *ALA Bulletin* [now *American Libraries*]. The committee shall issue a final report to the membership at the 1970 Annual Conference and the report shall be published in the *ALA Bulletin.*"

Both of these provisions have been carried out by the Committee. The Summary of Major Recommendations at the beginning of this report carries the Committee's recommendations for forwarding to the appropriate unit. The second provision has been fulfilled by presentation to the membership of the First or Interim Report at the 1970 Midwinter Meeting, and this, the Final Report, at the 1970 Annual Conference.

## Statement of the Committee

The Membership Resolution which created this Committee charged it:

> "To recognize the changes in the interests of ALA members and provide leadership and activities relevant to those interests.
>
> "To reinterpret and restate the philosophy of ALA in order to provide a meaningful foundation to the organization -- a foundation which is capable of supporting a structure and program which reflects the beliefs and priorities of the profession.
>
> "To determine priorities for action which reflect the desires and needs of the members of ALA and to re-examine the organizational structure of ALA and all its committees, divisions, and round tables with the object of eliminating those units of the organization which are superflous or irrelevant."

The "changes in the interests of ALA members" that the Committee is called upon to recognize it interprets: (1) as a desire for a shift in the priorities of the Association away from the myriad activities of the specialized divisions and committees that relate to the improvement of library operations to the broader concerns that should engage the membership as a whole; (2) as a demand for more direct participation or, at least, better representation in the decision-making processes of the Association; (3) as impatience with an organizational and procedural pattern that makes action slower and more deliberate than necessary and gives the impression that the Association is not sufficiently responsive to the wishes of the membership.

It is the view of the Committee that the American Library Association should continue to be an organization for both librarians and libraries, and that the statement of purpose in the ALA Constitution, namely, "to promote library service and librarianship", is sufficiently broad and flexible to accommodate the desire of a large segment of the membership for change in the organization's priorities, activities and organization. Implicit in this brief statement of purpose is the understanding that librarianship is not an end in itself but that it finds its justification in the service it renders to society. As the needs of society change, so must the service priorities of the library profession. It follows that ALA must re-examine its philosophy, structure, and priorities regularly to insure that its resources and energy are best utilized in benefiting society.

Although, in answering the question, "Should ALA become an all-professional association?" the Committee's conclusion was that ALA's basic purpose should remain dual--"for librarians and for libraries"--it was nevertheless recognized that too little attention has been paid to the "librarian" aspect, and that the professional activities of ALA need strengthening. In considering what services ALA should render its members, the question of the Association's tax-exempt status frequently cropped up. The Committee made a conscientious attempt to inform itself of all the implications of any change in status which might occur as a result of adoption of any of its recommendations, but agreed that its conclusions should not be primarily influenced by fear of loss of exempt status.

The Committee suggests that the Association's highest current priorities are subsumed in the following broad categories:

Social Responsibilities
Manpower
Intellectual Freedom
Legislation
Planning, Research and Development
Democratization and Reorganization of the Association

It is the conviction of theCommittee that these urgent areas of priority should be recognized and officially established by swift action of the membership and the Council. The Committee further strongly recommends that substantially increased amounts of the Association's budget be directed toward early implementation of these priorities.

## Social Responsibilities

It is the view of the Committee that the social responsibilities of the ALA must be defined in terms of the contribution that librarianship as a profession can make in the effort to ameliorate or even solve the many critical problems of society. In some instances that contribution can be direct and immediate. For example, libraries can play a significant role in the education or acculturation of the underprivileged and semi-literate by mounting high priority programs to make books and other informational materials easily available to such citizens and by developing techniques whereby they are encouraged to develop an interest in reading and self-help. With respect to many critical social issues, however, the indirect responsibility of librarianship is no less important. It is essential to make freely available the full range of data and opinion on all aspects of such problems and to develop methods of interesting the public in learning the facts and varying points of view regarding the issues that confront us.

Currently the number of such critical problems is immense, ranging from the cataclysmic rate of world-wide population increase, through the pollution of our environment, continuing racial discrimination, the concentration and monopolistic control of industrial productive capacity, our military involvement in Indochina, the growing gulf between the affluent and impoverished, the increase in crimes of violence, the dangers of nuclear armament, the Middle East crisis, the decay of our cities, the despoliation of our natural resources for the sake of profit, and too many others to list. Obviously, each member of the Association has the right to work for reform or change in our national policy with respect to every problem that confronts us and, equally obviously, the Association has an obligation to support and help defend him if he is made to suffer professionally because he exercises his rights as a citizen and a librarian. As an Association, our position should be support for all efforts to help inform and educate the people of the United States to the gravity of these problems, to encourage them to read the many views on, and the facts regarding, each problem so that in the exercise of their democratic prerogatives they will not be guided solely by the relatively restricted number of points of view represented in the mass media or by prejudice, passion or ignorance. Additionally, ALA should be willing to take a position for the guidance and support of its members on current critical issues and should endeavor to devise means whereby libraries can become more effective instruments of social change.

Therefore, the Committee recommends that the position set forth above be accepted by the Association and the social responsibilities of ALA be defined in terms of (1) the contribution that librarianship can make in ameliorating or even solving the critical problems of society, (2) support for all efforts to help inform and educate the people of the United States on these problems and to encourage them to read the many views on, and the facts regarding, each problem, and (3) the willingness of ALA to take a position for the guidance and support of its members on current critical issues.

The Committee further recommends that the American Library Association establish an Office for Social Responsibility at its headquarters, with sufficient staff and budget to carry out the following programs:

(1) Library Service to the Disadvantaged

(a) Coordinate the numerous, isolated activities now being carried on in many units of ALA.

(b) Collect data about special programs of library service to the disadvantaged and evaluate the programs.

(c) Plan and conduct regional workshops demonstrating techniques, disseminating information, showing special equipment, and providing stimulation to isolated librarians.

(d) Work with library schools to initiate courses and specialties in service to the disadvantaged.

(e) Publish results of studies and accurate descriptions of programs, thus forming tools for evaluation of special programs.

(2) International Relations

(a) Collect data on library service and library problems that could be valid for application in other less-developed countries and provide access to this information through exchange programs, etc.

(b) Strengthen and increase the ways in which ALA provides assistance to foreign libraries and library institutions.

(c) Maintain and intensify ALA's leadership role in providing guidance and assistance for other libraries around the world.

(3) Communication

(a) Institute and maintain a regular, simple means of communicating with the membership. (The proposed communication system should be designed by communications experts and have as its prime function a continual sampling of membership for its opinions, ideas and interests. Fast communication is necessary if the Association is to speak out on a particular issue. ALA must represent the wishes of its members, and to know these wishes, it must have efficient channels to convey the information to headquarters.)

(b) Encourage and promote institutes outside of ALA to study and teach various aspects of professional communication.

## Manpower

In this category the priorities fall into three groups: (1) the personal welfare of librarians (i.e., salary, status, fringe benefits, and conditions of employment); (2) education for librarianship; (3) recruitment. With respect to the question of the Association's concern with the personal welfare of librarians, it is the view of the Committee that the argument on this subject, often debated in the past and based on diametrically opposed conceptions of the ALA, is simplistic and spurious. ALA should be neither purely an educational organization nor an organization designed exclusively to benefit its members personally. Although the Committee is convinced that the Association should continue to be an organization for both librarians and libraries and has so recommended, it is inclined to think that ALA's activities on behalf of its members may in the past have been understressed or even somewhat neglected. It is obvious that the social contribution of librarianship depends on the quality of its personnel. If the profession is to compete for recruits with the many other professions that serve society, it cannot afford incompetence, or inferiority in status and personal rewards for its members. The question is not whether ALA should endeavor to improve the personal situation of its members but how.

The Committee recommends that ALA combine its staff activities relating to the personal welfare of librarians, to library education and training, and to recruitment into a new Office of Library Manpower, to be responsible for programs relating to all aspects of library manpower:

(1) Salary, Status and Welfare

(a) Conduct an annual survey and analysis of professional library salaries and establish salary rating systems for various types of libraries comparable to that used by the AAUP. This should take into account regional variation and differences in experience and responsibility for positions compared.

(b) Establish standards for conditions of employment that will encourage the professional development of individual librarians.

(c) Establish standards for fringe benefits and perquisites for professional librarians. Insure that in such institutions as colleges, government agencies, etc., these standards are equal to fringe benefits and perquisites granted to other professional staff.

(d) Identify the conditions or attitudes that militate against equal treatment of women in library employment and develop a program to eliminate inequities on the basis of sex.

(e) Develop a national program of accreditation for professional librarians.

(f) Draft a code of ethics for professional librarians.

(g) Devise a means of applying sanctions against (e.g., a recommendation against accepting employment in) libraries that do not meet ALA standards for conditions of employment.

(h) Develop a public relations program designed to improve the status of all librarians in the public eye.

(i) Establish guidelines to help administrators set job classifications.

(2) Education

(a) Urge library schools to reduce the "vocational" aspects of their programs, raise the level and content of professional instruction, provide more specialized training, and experiment to find viable new access points to the profession.

(b) Assess the need for paraprofessional library staff. Advise community colleges on curriculum and course content for the training of such personnel; advise libraries in the use of such personnel.

(c) Sponsor seminars and workshops outside of the annual conferences on issues of current concern to librarians.

(d) Encourage the production of packaged multi-media programs and programmed self-instructional courses to help librarians update their professional knowledge.

(e) Provide advisory services to libraries that wish to develop continuing education programs.

(f) Sponsor programs in management training for librarians.

(3) Recruitment

(a) Develop, adopt, publicize, and promote a Recommended National Library Manpower Policy encompassing advanced concepts of staff recruitment, development, utilization, and compensation, including the principles of sexual and racial parity at all levels and in all types of libraries.

(b) Establish a second position of Recruitment Specialist on the Association staff, based in the ALA Washington Office, and appoint to this position a male librarian possessing extensive knowledge of and direct experience in urban minority life and culture, and also possessing communication skills which would enable him effectively to recruit young men and women of ethnic and racial minorities to careers in the library-media-information services profession.

(c) Participate in intensive special training programs in minorities and male recruitment to be conducted cooperatively by library schools and state library agencies.

(d) Adopt a theme for National Library Week 1971 which will draw national attention to the library profession's expanding career opportunities at all levels based on a generously funded, vigorously implemented policy of equal opportunity regardless of sex, race, or ethnic origin.

## Intellectual Freedom

Increasing incidents and increasing threats of censorship of library collections and of harassment of librarians who have defended the principles of intellectual freedom or have exercised their rights of freedom of expression are a grave concern to the library profession and to the American Library Association. At this point in time, the Committee is convinced, the Association must strongly reaffirm its belief in the principle of intellectual freedom, it must spell out in unmistakable terms the implications of translating principle into practice, it must undertake an extensive informational campaign aimed at both librarians and the general citizenry, and it must spare no effort or reasonable cost in defending librarians who are attacked for supporting, or for practicing, intellectual freedom. The integrity of our libraries and of our Association is at stake.

In response to a mounting demand for a mechanism to support and defend librarians who find their livelihood jeopardized by their defense of the principles of intellectual freedom, the Freedom to Read Foundation was established in November, 1969, to serve the following purposes:

(1) To promote and protect freedom of speech and freedom of press as such freedoms are guaranteed by the Constitution and laws of the United States and as such freedoms necessarily involve the public right to hear what is spoken and to read what is written.

(2) To promote the recognition and acceptance of libraries as repositories of the world's accumulated wisdom and knowledge and to protect the public right to such wisdom and knowledge.

(3) To support the right of libraries to include in their collections and to make available to the public any creative work which they may legally acquire.

(4) To supply legal counsel, which counsel may or may not be directly employed by the Foundation, and otherwise to provide support to such libraries and librarians as are suffering legal injustices by reason of their defense of freedom of speech and freedom of press as guaranteed by law against efforts to subvert such freedoms through suppression or censorship to the extent such libraries and librarians may request such aid and require it on account of poverty or inability to obtain legal counsel without assistance.

During the hearings held by the Committee at the Midwinter Meeting in Chicago in January, 1970, a vigorous protest was delivered against the structure and performance to date of the Freedom to Read Foundation. In the opinion of the Intellectual Freedom Subcommittee of ACONDA, the Freedom to Read Foundation is "an inadequate response to the need for a major Association program in defense of Intellectual Freedom", and its report (Appendix C-3) so indicates. The Subcommittee recommends that "the functions of the Freedom to Read Foundation should be brought within the American Library Association, where they should receive a major portion of the budget and reflect the wishes of the total ALA membership".

A majority of the Committee, however, does not fully share the conclusions of the Subcommittee. The Committee agrees that "in several important respects, the Foundation is an inadequate response to the need for a major Association program in defense of Intellectual Freedom", but does not completely subscribe to the recommendation of the Subcommittee as to the immediacy of the action to be taken to assure a fully effective program. Instead, the Committee feels that before final judgment is pronounced on the viability of the Freedom to Read Foundation, it should be given a fair chance to demonstrate its efficacy as an instrument--"held at arm's length"--of the Association's avowed intent to wage a vigorous defense of the principles of intellectual freedom and of the librarians who suffer in its support.

To implement an effective program in support of intellectual freedom, the Committee recommends the following:

(1) The budget, staff and authority of the Intellectual Freedom Office should be increased sufficiently to permit the Office to conduct a vigorous program in defense of intellectual freedom commensurate with the importance of intellectual freedom to the functioning of librarianship.

(2) The Intellectual Freedom Office should engage in a nationwide informational program through the press, radio, television, and other media opposing censorship and in support of intellectual freedom.

(3) The Intellectual Freedom Office should conduct workshops for representatives of Intellectual Freedom Committees of the state and regional associations.

(4) The Intellectual Freedom Office should maintain a staff of consultants: to help libraries develop educational programs; to serve as advisors to libraries; and to encourage library schools to include the subject of implementing and defending the principles of intellectual freedom in their curricula.

(5) ALA should establish a policy and procedure that will enable the Intellectual Freedom Office to determine whether or not its aid is justified when a request for aid is received from an ALA member and to respond rapidly when it is. Throughout this procedure the Office should utilize advanced communications techniques referred to elsewhere in this report.

(6) ALA should make close and careful evaluation of the ability of the Freedom to Read Foundation to fulfill the expressed need of the Association for a means of providing grants to help meet the cost of legal action and, on an interim basis, the cost of living for members discharged or forced to resign because of their defense of intellectual freedom or in violation of their personal rights of freedom of expression or action. If, within a reasonable time, the Foundation proves unable to reach a satisfactory level of performance, and if there is evidence to indicate that performance would be improved by bringing the functions of the Foundation within the Association, then action should be taken to that end. No declaration of poverty should be required in cases where aid is requested and found justified.

(7) ALA should forcefully challenge every legislative effort to abridge the Freedom to Read.

(8) Any member of ALA whose actions violate the Library Bill of Rights should be suspended from the Association after a fair, impartial hearing; appropriate and just procedures should be established for dealing with such cases.

## Legislation

The ALA Washington Office must provide all branches of the Federal Government with authoritative, comprehensive and non-partisan information on all aspects of library services, resources, plans, and requirements. It serves the State associations and membership generally with authoritative information on legislative and administrative plans, policies, activities and proposals relevant to librarianship. It provides liaison for the Association with the Washington offices of all educational, scientific, business, labor, and cultural organizations. Relative to its responsibilities, the Washington Office is understaffed and the Committee recommends:

> That the budget of this Office be increased: to permit the employment of additional permanent staff for the purpose of establishing closer liaison with staff and officers of the various divisions of ALA as well as state, regional and local library associations; to pay for the service of consultants to develop the data and perform analyses needed in support of library legislation; to provide leadership in helping decision-makers at every level of government understand the role of good library services in facilitating educational, social, economic and cultural progress.

The Committee feels that the ALA Legislative Committee is correctly organized and placed within the structure of ALA. A subcommittee with the specific responsibility for longer range planning would be desirable so that such planning will not be submerged under the pressure of current demands and action.

## Planning, Research and Development

Many of the recommendations contained in the other sections of this report will reach the level of effective implementation only after sufficient planning and research have been accomplished. Much research on the problems of effective library service must be conducted during the next two decades. The American Library Association must assume a role of positive leadership in this area. In particular, ALA should assume the functions of establishing priorities for research; soliciting funds for conducting significant research proposals; evaluating prospective agencies and individuals to carry out these proposals; monitoring the studies while in process; and evaluating and distributing the results.

Planning for effective library service on a national scale is an even more complex problem. Planning is clearly a function of all officers and staff of the Association. However, it now seems necessary that this function be co-ordinated by a new structure devoted exclusively to that purpose. This would be a natural outgrowth of the New Directions concept and would provide for continuity in carrying out the goals delineated by this report. It would also provide the Association with an antenna for detecting future changes and needs for even newer directions.

The Committee recommends that the essential role of planning and research in the Association's responsibilities be recognized by the following:

(1) The Office of Research and Development should be expanded with additional staff having special competence in the area of research. This would enable ALA to take an active role of leadership in the development of research in Library Science.

(2) A permanent Committee on Planning should be appointed to provide the thorough planning necessary to achieve the long-range goals of the Association. This should be a high level committee concerned with continuous evaluation of new directions for the library profession.

(3) The present Library Research Round Table should be expanded to become a Round Table on Planning and Research in order to give librarians concerned with both of these activities an opportunity for interaction.

(4) The expanded Office of Research and Development should provide staff for co-ordination of the activities of the Committee on Planning and the Round Table on Planning and Research.

(5) Long-range studies should be made of the feasibility of further expanding the Office of Research and Development to include staff to actually perform some research at ALA headquarters.

## Democratization and Reorganization

In reaching conclusions on organizational matters, the Committee was animated by two objectives: to discover ways in which the Association could become more responsive to the interests and desires of the membership, and to suggest organizational changes which would achieve early implementation of ALA's current priorities.

It was apparent to the Committee that if the Association accepts any considerable number of the recommendations related to the priorities and undertakes to carry them out, reductions in the expense of the ongoing program will have to be effected. The Committee on Organization has been conducting a review of the structure of ALA with a view to recommending economies. Rather than attempting to conduct a parallel and competing study, ACONDA chose to rely on the forthcoming report of the Committee on Organization for recommendations on the reduction and combining of committees and other units and to concentrate on broadscale considerations which would expedite priority activities and move toward democratization of the Association.

The Committee recognized that if the Association is to continue to "promote library service and librarianship", both type of library and type of activity divisions will continue to be needed in the immediate future. At the same time, in order to provide staff and funds to carry out priority activities, divisions and all other organizational units requiring headquarters staff support should be reduced to the minimum number.

Much consideration was given to information brought to the attention of the Committee from various sources. For example, it was pointed out that proliferation of units and subunits has resulted in overlapping interests, duplication of effort, increasingly complex administrative procedures, and a continuing increase of cost for headquarters staff and operation. Headquarters professional staff have to spend an inordinate amount of time on routine organizational business. More time is needed for professional specialist services. The input to the Committee on this point stated: "Protocol and red tape created by the sprawling structure strangle the Association's output, making it necessary to spend a disproportionate amount of time coping with organization problems at the expense of productive work." The Committee was particularly concerned that so little time is available for liaison with chapters and for promoting the Association's broad priority concerns throughout the membership, thus giving rise to a sense of isolation and alienation on the part of many.

The Committee was also responsive to the often-stated charge that ALA's government is basically undemocratic and unrepresentative, and that Council is too large and unwieldy a body to act swiftly and effectively in accordance with the membership's desires and the Association's needs. The recommendations reflect an attempt to alleviate the most pressing points of dissatisfaction through alterations in the composition of Council and in the election procedures.

From the almost overwhelming accumulation of ideas, suggestions, proposals, and arguments received from ALA's staff and membership, the Committee arrived at the following recommendations, presented here for convenience as short-range, middle-range, and long-range:

(1) Short-range, i.e., capable of being put into effect either immediately, or very early after membership and Council approval.

(a) Enforce the existing policy of limiting any individual to membership on not more than three committees.

(b) Elect all members of Council at large; change the composition of Council to eliminate past presidents of the Association; fix the number of voting members of Council at 96.

(c) Direct the ALA Nominating Committee in preparing its slate for Council to reflect the distribution of membership among the several divisions; facilitate and publicize the procedure for nomination by petition.

(d) Include on the election ballot a brief biographical statement about each candidate as well as a statement of his concerns.

(2) Middle-range, i.e., requiring some further study and organizational adjustment before implementation.

(a) Develop, adopt, and operate in accordance with, a progressive overall policy governing effective communication, the resulting program to incorporate a system for feedback from members on major issues and a system for prompt collective decision and action between conferences. [Note: Earlier in this report the Committee has recommended that the proposed Office for Social Responsibility institute and maintain a regular, simple means of communicating with the membership.]

(b) Realign the present divisional structure in order to reduce duplicative overhead activity and to make it possible for the executive secretaries to perform as specialists in their several areas of competence by giving aid and counsel to both divisions and chapters in carrying out a program based on ALA's priority interests. This realignment would provide: (Chart 1)

- Three type-of-library divisions:
  - American Association of School Libraries
  - Association of College and Research Libraries
  - Public Library Association (to include present Association of Hospital and Institution Libraries and American Association of State Libraries)
- Four type-of-activity divisions:
  - American Library Trustee Association
  - Library Administration Division
  - Reader Services Division (to include present Adult Services Division, Children's Services Division, Reference Services Division, and Young Adult Services Division)
  - Resources and Technical Services Division (to include present Information Science and Automation Division)

Activities and responsibilities of the present Library Education Division would become part of the program of the proposed ALA Office of Library Manpower. The present membership participation in library education interests could be assumed by a Round Table on Library Education if the members so desired. In fact, any of the divisions proposed for inclusion in another division might choose instead the alternative status of a round table.

(c) Long-range, i.e., requiring extensive study by staff and membership to develop creative schemes for restructure of the Association. Two possible schemes regarded with particular favor by the Committee are suggested for first consideration.

(a) A federation of library organizations with specialized interests. At the top would be an "umbrella" of offices to take care of general concerns common to all types of libraries, all kinds of librarians, and all groups with interest in libraries, library materials, and librarianship (e.g., the kinds of concerns suggested by the Committee as ALA's highest current priorities). The "umbrella" organization would also provide such centralized services as publishing and data processing. (Chart 2)

(b) Functional organization (Chart 3)

Five type-of-activity divisions:
- Management Development
- Staff Development
- Media Development
- Environment Development
- Services Development

Three autonomous affiliates:
- Intellectual Freedom
- Legislative Education and Action
- Research and Planning

Comments are in order on the long-range plans suggested for study in depth. They differ considerably in concept and scope. The first might be termed explosive, the second implosive.

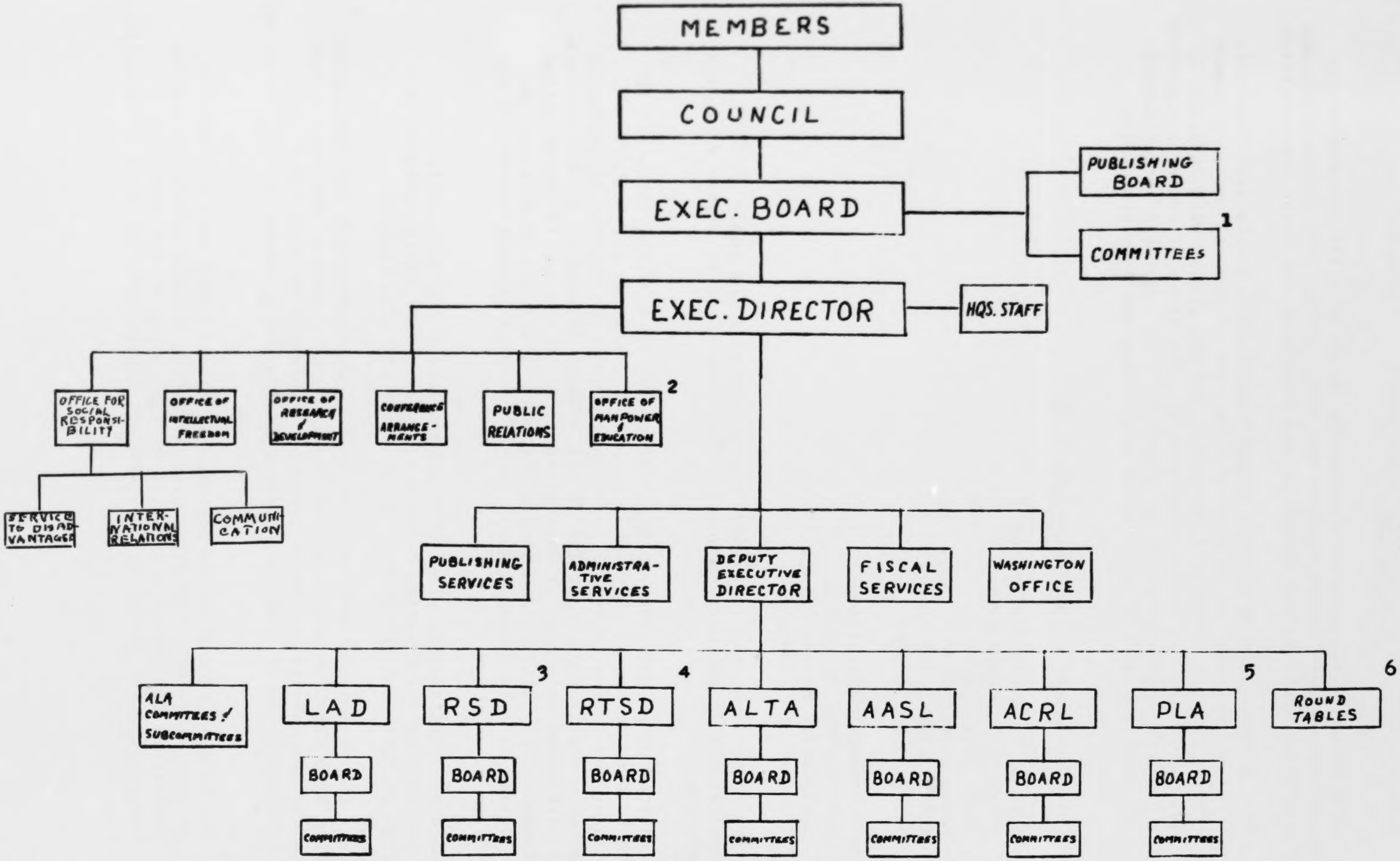
The "federation" plan would open up ALA. It would, in a sense, throw all the divisions on their own, except as they would be held together by the "umbrella" structure providing for common interests. But this plan might succeed in producing an organization more widely representative of all library interests, in that associations now only affiliated with ALA, or even unconnected in any way, might be attracted by the broadened capability of ALA to provide central service facilities. A federation would also be able to encompass a completely professional society as one of its components.

The "functional organization" plan would revolutionize ALA internally. It would have as its purpose the creation of an organization explicitly designed to have capabilities to implement the priorities set forth in this report.

Although all the recommendations with respect to democratization and reorganization were adopted by a clear majority vote of the Committee, some of the short-range recommendations did not receive unanimous approval. Attached to this report as Appendix A is a minority report prepared by Albert P. Marshall, member of the Committee.

NOTE: For fuller description of the organizational plans here recommended, as well as of other possible reorganization schemes considered by the Committee, see Appendix C-6-b. a working paper of the Panel on Democratization of the Association and Alternative Patterns of Organization for ALA.

CHART 1
REALIGNMENT


MEMBERS
COUNCIL
EXEC. BOARD
PUBLISHING BOARD
COMMITTEES
1
EXEC. DIRECTOR
HQS. STAFF
OFFICE FOR SOCIAL RESPONSIBILITY
OFFICE OF INTELLECTUAL FREEDOM
OFFICE OF RESEARCH & DEVELOPMENT
CONFERENCE ARRANGEMENTS
PUBLIC RELATIONS
OFFICE OF MANPOWER & EDUCATION
2
SERVICE TO DISADVANTAGED
INTERNATIONAL RELATIONS
COMMUNICATION
PUBLISHING SERVICES
ADMINISTRATIVE SERVICES
DEPUTY EXECUTIVE DIRECTOR
FISCAL SERVICES
WASHINGTON OFFICE
ALA COMMITTEES & SUBCOMMITTEES
LAD
RSD
3
RTSD
4
ALTA
AASL
ACRL
PLA
5
ROUND TABLES
6
BOARD
COMMITTEES

1 Includes: Status of Academic Libraries
Headquarters Visiting
Headquarters Space Needs
Honorary Members.
Investments

2 Includes: Office of Library Education
Committee on Accreditation

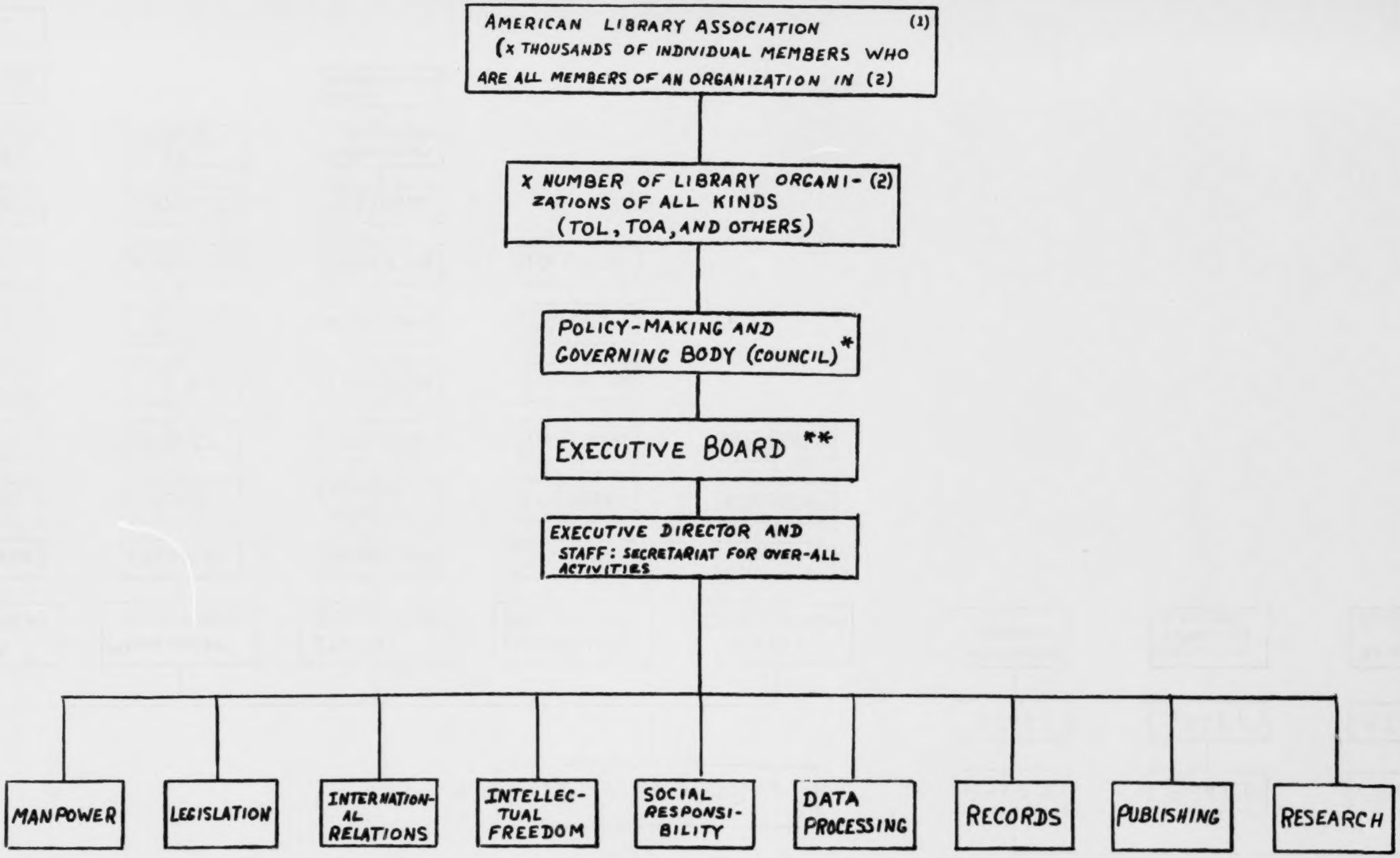
3 Titled Reader Services Division to include present ASD,CSD,RSD,YASD

4 To include ISAD

5 To include present AHIL,ASL

6 Includes: American Library History Round Table
Exhibits Round Table
International Relations Round Table
Junior Members Round Table
Library Research Round Table
Library Round Table on Service to the Blind
Social Responsibilities Round Table
Staff Organization Round Table

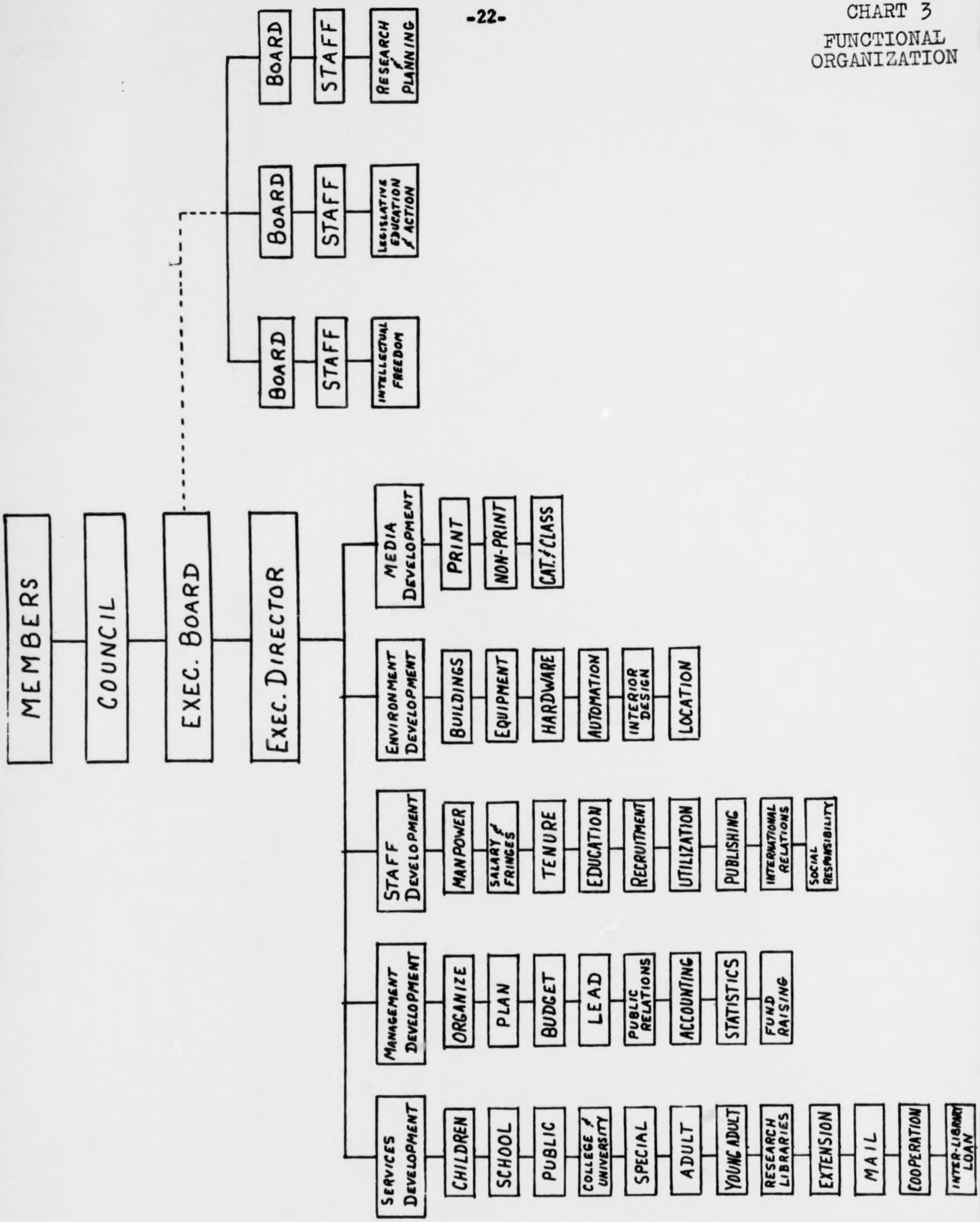
CHART 2
FEDERATION


AMERICAN LIBRARY ASSOCIATION (1)
(x THOUSANDS OF INDIVIDUAL MEMBERS WHO ARE ALL MEMBERS OF AN ORGANIZATION IN (2)
X NUMBER OF LIBRARY ORGANIZATIONS OF ALL KINDS (2)
(TOL, TOA, AND OTHERS)
POLICY-MAKING AND GOVERNING BODY (COUNCIL)*
EXECUTIVE BOARD **
EXECUTIVE DIRECTOR AND STAFF: SECRETARIAT FOR OVER-ALL ACTIVITIES
MANPOWER
LEGISLATION
INTERNATIONAL RELATIONS
INTELLECTUAL FREEDOM
SOCIAL RESPONSIBILITY
DATA PROCESSING
RECORDS
PUBLISHING
RESEARCH

*COUNCIL MADE UP OF
OFFICERS IN ORGANIZATIONS IN (2)

** ELECTED BY COUNCIL TO
ACT AS ADMINISTRATIVE COMMITTEE

CHART 3
FUNCTIONAL
ORGANIZATION


MEMBERS
COUNCIL
EXEC. BOARD
EXEC. DIRECTOR
BOARD
STAFF
INTELLECTUAL FREEDOM
BOARD
STAFF
LEGISLATIVE EDUCATION & ACTION
BOARD
STAFF
RESEARCH & PLANNING
SERVICES DEVELOPMENT
CHILDREN
SCHOOL
PUBLIC
COLLEGE & UNIVERSITY
SPECIAL
ADULT
YOUNG ADULT
RESEARCH LIBRARIES
EXTENSION
MAIL
COOPERATION
INTER-LIBRARY LOAN
MANAGEMENT DEVELOPMENT
ORGANIZE
PLAN
BUDGET
LEAD
PUBLIC RELATIONS
ACCOUNTING
STATISTICS
FUND RAISING
STAFF DEVELOPMENT
MANPOWER
SALARY & FRINGES
TENURE
EDUCATION
RECRUITMENT
UTILIZATION
PUBLISHING
INTERNATIONAL RELATIONS
SOCIAL RESPONSIBILITY
ENVIRONMENT DEVELOPMENT
BUILDINGS
EQUIPMENT
HARDWARE
AUTOMATION
INTERIOR DESIGN
LOCATION
MEDIA DEVELOPMENT
PRINT
NON-PRINT
CAT. & CLASS

# APPENDIX A

## MINORITY REPORT ON DEMOCRATIZATION AND REORGANIZATION

One of the recommendations approved by a majority of the members of the Activities Committee on New Directions at its March meeting is clearly out of harmony with the charge to the Committee. Neither does this recommendation face up to the realities of the desires of the majority of the membership. Considering the "feedback" sessions through which the Committee received suggestions, along with the many recommendations from other committees and individuals, a recommendation to reduce the size of the Council by eliminating many of the representative voices is simply not a practical suggestion.

The Activities Committee is proposing that the voting members of Council be fixed at 96 members all elected at-large and that the ALA Nominating Committee consider the distribution of membership in nominating candidates for Council and that the procedure for making additional nominations be facilitated.

The Activities Committee was charged with four major responsibilities, one of which was:

> To create a structure that will involve a larger number of members in the programs and committee work of the organization.

A recommendation in the report to be submitted in Detroit reads as follows:

> That ALA develop, adapt, and operate in accordance with progressive overall policy governing effective communication; that the resulting program incorporate a system of "feedback" from members on major issues and a system for prompt collective decision and action between conferences.

In the face of these two statements - one a charge of the Committee and one a proposal by the Committee - the recommendation to reduce the size of Council on the one hand and to eliminate proper representation by persons in State chapters is certainly out of harmony with the objectives of the Committee as determined by the vote of the membership in Atlantic City.

The recommendation as made by the Committee is fundamental to the kind of organization we are to have. At meetings held in Atlantic City by the special committee on ALA Chapter Relationships, this very concept was discussed at length. Questions which must be raised in the face of this proposal are:

1. Is not the existing state organization a good base for the construction of an effective "feedback" and communication system for ALA?

2. Are state organizations or chapters to be penalized because the office of the ALA has been slow in getting information to them so that chapter representatives may be properly advised and guided by discussion?

3. Is it wrong for a representative of a group of members to consider the wishes of his constituency on important issues before ALA?

4. Is not the weakness of the current ALA Council based upon a concurrent weakness in our communications system rather than upon the organization of Council itself?

5. With approximately 35,000 members is it feasible to reduce the number of representatives on Council rather than increase this number?

6. If members in the past have complained about their lack of familiarity with persons running for office from different sections of the country, does not this recommendation increase the reasons for this criticism?

7. Would such a program not eliminate virtually all representatives to Council from sparsely settled States such as Idaho, North Dakota and other such States where there are few librarians?

It is recognizable that the election or selection of Chapter Councilors needs to be standardized. This selection is often done in an undemocratic way. The ALA constitution or by-laws should determine how these representatives should be elected.

In place of the Committee's recommendations on the size of the Council the following is offered:

> That all members of Council, except those duly elected by ALA chapters, be elected at-large; that the composition of Council be changed by elimination of past presidents of the Association, and that the number of voting members of Council be fixed at 96, plus those duly elected as chapter councilors.

Respectfully submitted,

(s) A. P. Marshall
Member, ALA Activities Committee
on New Directions

May 1, 1970

# APPENDIX B-1

# HISTORY OF ACONDA

## Membership Resolution

Following is the text of the motion made at the Membership Meeting, June 25, 1969. In response to this resolution, the Executive Board authorized establishment of the Activities Committee on New Directions for ALA.

"That the membership here assembled directs the incoming ALA President to, as soon as practicable, establish an Ad Hoc Committee on New Directions for ALA. The Committee shall be thirteen in number. Six of its members shall be ALA members and shall be selected in the following way:

"The Junior Members Round Table shall nominate six, of which the President shall appoint three.

"The Social Responsibilities of Libraries Round Table shall nominate six, of which the President shall appoint three.

"In addition, there shall be a chairman appointed by the President from among the membership of the Association selected for his talents for mediation. The chairman shall have no vote.

"The Committee on New Directions for ALA shall hold as many meetings as it deems necessary. Its decisions shall be by simple majority vote. A quorum shall consist of six members providing three 'young' and three 'old' members are present.

"To recognize the changes in the interests of ALA members and provide leadership and activities relevant to those interests.

"To reinterpret and restate the philosophy of ALA in order to provide a meaningful foundation to the organization - a foundation which is capable of supporting a structure and program which reflects the beliefs and priorities of the profession.

"To determine priorities for action which reflect the desires and needs of the members of ALA and to re-examine the organizationsl structure of ALA and all of its committees, divisions, and round tables with the object of eliminating those units of the organization which are superfluous or irrelevant.

"To create a structure that will involve a larger number of members in the programs and committee work of the organization.

"The Committee shall have the full cooperation of the ALA Headquarters Staff in its need for information to aid it in its search for a new direction for the Association.

"Whenever, by a simple majority vote, the committee determines to do so it shall forward recommendations to any other ALA committee, round table, or division or to the Council or the Executive Board.

"The committee shall issue an interim report of progress to the membership at the 1970 Midwinter Meeting and the report shall be published in the ALA Bulletin. The committee shall issue a final report to the membership at the 1970 Annual Conference and the report shall be published in the ALA Bulletin."

## APPENDIX B-2

## HISTORY OF ACONDA

### Composition of the Committee

As originally appointed, the Committee consisted of:

Chairman, Frederick H. Wagman, Director of Libraries, University of Michigan

Members nominated by the Social Responsibilities Round Table

- George Alfred, Waden Branch, San Francisco Public Library
- Arthur V. Curley, Director, Montclair, New Jersey, Public Library
- William Hinchliff, Media Services, Federal City College

Members nominated by the Junior Members Round Table

- Glenn F. Miller, Assistant Director, Orlando, Florida, Public Library
- Shirley Olofson, Information Center, University of Kentucky
- J. Maurice Travillian, Assistant Director, Iowa State Traveling Library

Members nominated by the Executive Board

- Keith Doms, Director, Free Library of Philadelphia
- David Kaser, Director of Libraries, Cornell University
- Katherine Laich, School of Library Science, University of Southern California
- John G. Lorenz, Deputy Librarian of Congress
- Edmon Low, Professor, Department of Library Science, University of Michigan
- Albert P. Marshall, Director of the Library, Eastern Michigan University

For reasons of health, Mr. Wagman was forced to relinquish active chairmanship of the Committee. At the request of President Dix, Katherine Laich chaired the meeting of the Committee on March 20-21, 1970. On April 30, 1970, the Executive Board approved Mr. Dix's appointment of Miss Laich as chairman, and at the same time named Mr. Wagman Honorary Chairman.

## APPENDIX B-3

## HISTORY OF ACONDA

### Meetings of the Activities Committee on New Directions for ALA

(1) The first meeting of ACONDA was held at ALA headquarters on September 26-27, 1969. At this meeting, the Committee:

(a) Planned its schedule of activities.

(b) Established its recommendations for ALA's "highest currentpriorities".

(c) Appointed six panels (later called subcommittees) with chairmen as follows:

Social Responsibilities, George Alfred
Manpower, Shirley Olofson
Intellectual Freedom, Arthur V. Curley
Legislation, J. Maurice Travillian
Planning, Research and Development, J. Maurice Travillian
Democratization of the Association and Alternative Patterns of Organization for ALA, Katherine Laich

(2) The second meeting was held at headquarters on December 27-28, 1969. At this meeting, the Committee:

(a) Agreed on the content of the Interim Report.

(b) Agreed on the agenda for the Committee's meetings during Midwinter Meeting and on the procedures to be followed in conducting the Committee's hearings.

(c) Agreed that all meetings should be open to the library press.

(3) During Midwinter Meeting, the Committee:

(a) Held three open hearings.

(b) Held three meetings of the Committee which were open to the library press and to other observers who requested to attend. (One of these meetings was held jointly with the Committee on Organization.)

(c) Participated in the President's Program, which was devoted to a discussion of the report of ACONDA and was, in effect, another hearing.

(4) The last meeting of the Committee was held at ALA headquarters on March 20-21, 1970. At this meeting, the Committee arrived at further conclusions and recommendations to be included in the Final Report. Most of these dealt with organizational matters, on which the Committee took action as a committee-of-the-whole.

## APPENDIX C-1-a

## Subcommittee on Social Responsibilities

### Report

January, 1970

The Subcommittee on Social Responsibilities of Libraries was charged to prepare a report on Social Responsibilities of Libraries with emphasis on Library Service to the Disadvantaged. In analyzing the priority, the concerns ranged from library service to the disadvantaged to international relations. Whatever is meant by Social Responsibility, it was clearly a primary concern for members of the Committee.

In attempting to put forward a position paper for ALA, it is necessary first to attempt a definition of the omnibus term. There are two conflicting definitions of Social Responsibility held by members of the ALA at present. The first is traditional, conservative and variously phrased: "The function of a library is to have factual material on both sides of the question. The library is a reservoir for information, and our business is to conserve it and wait till our users require its contents. The library is a source of ideas, not a promoter of them. A library's social responsibility is to answer the information needs of its users and to be responsible to those needs is a librarian's foremost duty, and, therefore his chief social responsibility."

The second definition of Social Responsibility is considered radical, new, activist. It can best be summed up by a definition put forth by ALA's Committee on Organization (COO): "Social responsibilities can be defined as the relationships that librarians and libraries have to non-library problems that relate to the social welfare of our society." It is this second definition that we will have to deal with. Events at ALA in June, 1969, and the tenor of feeling among newer librarians and many established members of the profession as well, force us to accept this latter definition of social responsibility. We believe that debate is no longer necessary. The time has come for action. The ALA has to embrace this latter definition and carry programs forward to support it.

In many articles and surveys in library periodicals, it is clear that the profession is searching its conscience about social responsibility and debating the same old issues. The traditional definition of social responsibility brings nothing new to the problem. The neutralist position is both classic and revered, but we cannot embrace this as the only definition of social responsibility. It has long been the library profession's only definition of social responsibility and it no longer serves. The public library has been upset most by this revelation, because it is in the forefront of change and has been affected more directly. The alarm reflected in the journals over our "image", our effectiveness, our loss of patronage, all reflect that the traditional definition of social responsibility has lost its value. It can no longer serve us because it is unrealistic and shelters libraries rather than exposes them to the important forces that are shaping the country and the world.

A startling occasion when librarians finally woke up to their true social responsibility, was, unfortunately at the prodding of another arm of government. The Federal government's War on Poverty captured the imagination of the nation and woke us all up to our responsibility. Like other institutions, libraries followed this lead and began to think of the poor and the disadvantaged and manifested (with the aid of Federal money) a concern for the disadvantaged and poor around them.

Programs were instituted, routines changed, people hired, a new look given to many library programs. This was, clearly, a great social responsibility, and many libraries rose to the occasion (although they relied almost solely on federal funds to do this.) Here was a case of an institution recognizing an obligation, often two generations behind the presentation of the original debt, but recognizing and assuming responsibility nonetheless. The library suddenly discovered these people (mostly Black) whom they were to serve. In many cases they discovered that they were surrounded by these people, and had ignored them for years and, in turn, had been ignored, primarily because they had clung to the traditional reservoir theory of social responsibility, and sat back complacently and expected the people to come to them.

As recently as 1968, a list of articles on social responsibility in ALA publications reflected this overriding concern with library service to the disadvantaged as the primary definition of social responsibility. In a list of over fifty articles fully 80% concerned themselves with library service to the disadvantaged.

As a primary concern of this subcommittee, library service to the disadvantaged must not be slighted. There is a trend now for most of librarians concerned with social responsibility to include under it a broad spectrum of activity, ranging from intellectual freedom to international relations. Before we go into this, we must stress the continuing importance of library service to the disadvantaged and a commitment to it from ALA. The bulk of library programs geared to library service to the disadvantaged were federally financed. This source of money is slowly drying up. When it is cut off, will we allow the programs to die, and once again ignore the masses of disadvantaged? It would seem so. The communities served have still not reached a state of political effectiveness where they can demand proper, self-tailored library services and be sure of getting it. The libraries must re-think and reallocate their traditional sources of income to continue to support these programs. ALA must adopt this position as a top priority and seek to help its members accomplish this by legislation, information, and practical advice such as workshops, publications, recruitment, and acting as a consultant.

The problem of the poor and disadvantaged will be with us for some time to come. Most large metropolitan libraries will bear the full brunt of serving these people and they will need all the aid and counsel that ALA can provide. University and college libraries, school libraries will also feel the effect of attempts to integrate these disadvantaged into the mainstream of American life.

Library service to the disadvantaged is definitely one of the major social responsibilities that face libraries and librarians at this time, and ALA will have to commit itself to this fact and work to help its members solve this problem. The Coordinating Committee on Library Service to the Disadvantaged will report to Council at Midwinter on its findings and its recommendations,**so this committee should await that report before going further with this question.

What is now considered controversial is the demand that ALA demonstrate a sense of responsibility on many other issues, specifically non-library issues. There are two factors which make this position highly controversial: traditional reluctance on the part of librarians to abandon their "neutral" position, and a fear of the consequences of involvement: social, financial and legal.

The first factor - neutrality - is a rather dubious one. Librarians have never been neutral about many issues. They have always supported humanitarian, democratic processes and aims. They have consistently taken the liberal position on such issues as intellectual freedom and recently, integration. There is no pretense of the librarian or the library association taking a neutral position on many important matters, matters which directly affect the quality of library services in this country. On the issue of access to libraries and the segregation of some library chapters in the Southern States, the Association committed itself (though reluctantly) to a liberal position. Yet many of the members shudder at the thought of a commitment to peace, or a statement against pollution or biological, chemical, and nuclear warfare. The cry is that we are an association of libraries, not librarians, and should only exist to promote library services. Yet our institutions (libraries) are surrounded by pollution and violence and under threat of nuclear extinction. Racial tension and social unrest upset their daily routine constantly. For a national association to ignore these threats, seems the height of folly. Yet we are daily advised by some of our members to eschew involvement with these dangers, lest we render ourselves subject to reprisals and tarnish our golden neutrality.

What are these much-feared reprisals? The one most often cited is financial - a loss of income by the Association because of loss of tax-exempt status and loss of membership fees. Our tax-exempt status has too often been regarded as a matter to be handled gingerly, with extreme caution. The Association has erred on the side of caution, and the many ramifications of the problem should be explored more thoroughly, with special attention given to an estimate of the real financial loss that would be involved by the loss of said status. Even more important, the Association should attempt to stretch the interpretation of that status to its limits. Perhaps pressure in this direction would demonstrate that the Association would be able to act in many areas and not lose its status. This matter should be strained to the breaking point.

The loss of membership fees and the loss of institutional memberships is another danger predicted as a consequence of ALA's taking a stand on social issues. This is a serious problem, but the Association has no real way of gauging the full extent of defection, and again errs on the side of caution. The loss of institutional memberships might be serious, but the resultant Association of librarians rather than libraries would be exactly what is desired by many of the members, and many of the potential members.

Aside from representing librarians, the Association has a sizeable body of non-librarians (friends of libraries and trustees) who would be involved if ALA took a stand on social issues. Why is there a fear that these people would be alienated by such actions? Many of them are, by the very nature of their affiliation with libraries, enlightened, concerned citizens. Why do we presume that they would automatically balk at any attempt of our national association to involve itself with issues? Why should our national association hesitate to provide leadership on a national level?

The question should not be whether ALA should become involved with non-library issues . . . we are intimately involved at every level. The next step is to take whatever action is necessary and possible within the framework of the Association. We have no choice. We must move into this arena or risk alienating ourselves from the society we purport to serve, and alienating ourselves from these members of the profession (young and old, beginning and established) who will be involved regardless of the course the Association takes.

George J. Alfred, Chairman
A. P. Marshall
Shirley Olofson

** The Coordinating Committee on Library Services to the Disadvantaged is engaged in encouraging and assisting all units of ALA to continue and intensify their activities in this area, and will be able to report on the results of these efforts to Council at the Annual Conference in Detroit in June, 1970.

## APPENDIX C-1-b

## Subcommittee on Social Responsibilities

Report
June, 1970

The section on Social Responsibility in the Committee's Interim Report briefly outlined a position for the Association to take regarding its responsibility to provide leadership on matters that affected libraries and librarians in a broad social context. The paper stated strongly that ALA should take a stand on social issues that were not necessarily library-oriented, and this position was supported throughout the hearings conducted at Midwinter. The Committee feels that no revision of its original report is necessary at this time. Assuming the support of membership on this issue, specific recommendations to implement the position taken should be made. These recommendations, of necessity, imply that the Association is going to progress more towards an association of librarians, rather than an association of libraries.

RECOMMENDATION:

That the American Library Association establish an Office for Social Responsibility at its headquarters, with sufficient staff and budget to carry out the following programs:

----Library Service to the Disadvantaged
- -coordination of the numerous, isolated activities now being carried on in the many sections of ALA.
- -collection of data about special LSD programs and evaluation of the programs.
- -regional workshops demonstrating techniques, disseminating information, showing special equipment, providing stimulation to isolated librarians.
- -working with library schools to initiate courses and specialties in work in this field.
- -publish results of studies, accurate descriptions of programs, forming tools for evaluation of special projects.

----International Relations
- -collecting data on library service and library problems that could be valid for other less-developed countries and providing access to this information through exchange programs, etc.
- -strengthen and increase the many ways in which ALA provides assistance to foreign libraries and library institutions.
- -maintain and intensify ALA's leadership role in providing guidance and assistance for other libraries around the world.

----Communication
- -institute and maintain a regular, simple means of communicating with membership. This communication system should probably be designed by communications experts, with its prime function being a continual sampling of membership for its opinions, ideas, interests. This speedy communication is necessary if the Association really wishes to speak out on some particular issue. It must represent the wishes of its members, and to know these wishes it must have efficient channels to convey this information back to its central headquarters.

George Alfred, Chairman

# APPENDIX C-2

## Subcommittee on Manpower

Report
June, 1970

According to the constitution of the American Library Association, the objective of the Association is to extend and improve library service and librarianship. To accomplish the aims of better library service, it must attract, train, and retain a high quality of personnel, and, to do this, the profession of librarianship must offer inducements which will allow it to compete with other professions, including attractive salaries, status, opportunities, recruiting and educational practices, and fringe benefits.

As presently structured, the American Library Association recognizes these needs, and has appointed committees to deal with them; however, the work is divided and fragmented, there is little coordination of efforts, and it is not possible to provide the man hours of work and expertise required to produce effective aid to the individual librarian. Moreover, there is no system of sanctions to insure compliance to the standards which exist in this area.

The Committee concurs with the recommendations of the LAD Board of Directors and of the Advisory Committee to the Office of Recruitment, that a unit be formed within the ALA to address itself to the needs of the individual librarian, and recommends that the unit be responsible for programs relating to all aspects of library manpower, including, but not limited to, recruitment, education and training, salary, status, welfare, employment practices, tenure, ethics, and other such aspects of personnel concern. This unit should be empowered to set, with the aid of the membership, standards and sanctions.

Through this unit, the ALA should:

(1) Work toward the recruitment of highly qualified people into the profession, including, and with special emphasis on, the recruitment of librarians from the minority groups, and from among the male population.

(2) Advance and expand the education of librarians and other library workers, through improved library school education, continuing education, and technical education of sub-professional personnel.

(3) Assure that all ALA standards include clear and adequate statements on all aspects of personnel policies or standards that the American Library Association considers desirable.

(4) Develop and publish new personnel guides and tools which will assist library administrators in establishing better policies and procedures regarding welfare, benefits, etc., and publish all standards and policies so related in one volume or volumes, similar to the Policy Documents and Reports of the American Association of University Professors.

(5) Work with state libraries and library systems toward their adoption of better fringe benefits, standards for working conditions, salaries, etc. The establishment of personnel standards by cooperating libraries will greatly encourage improvement in the employment factors of public libraries.

(6) Gather and publicize data regarding employment conditions and factors by

regions, types of libraries, and individual libraries. Information should include salary statistics, leave, traveling and subsistence allowances, and the like. Concrete information will lead individual librarians to insist that their institutions meet higher standards, and the necessity to keep and acquire employees will press institutions to improve.

(7) Work with accrediting agencies and other national organizations in providing recognition to the place of the library and the library staff in educational and governmental structures.

(8) Develop a public relations program designed to improve the status of all librarians and libraries.

(9) Provide a forum where trustees, administrators, academic, public, special, and school librarians, and library educators can work together on the problems they face together.

(10) Develop sanctions for use when standards and policies are not respected.

The items listed above are among those that might be carried out by the ALA through its Manpower unit. They are not given in order of priority, and are not meant to limit the activities of the unit.

## SALARY, STATUS, WELFARE, AND FRINGE BENEFITS

The Committee endorses, and recommends that the ALA endorse the following statement, adapted from the AAUP's Policy on Representation of Economic Interests:

> The ALA maintains that the goals of library service include effective meeting of such economic and professional interests of librarians as appropriate salary scales, fringe benefits, work loads, and other conditions of library service and research. The objectives of the Association's program on the economic status of the Profession is to accelerate the adjustment of salary levels. The basic idea of the salary program is to create additional incentives for governing boards and other friends of libraries to make the needed salary adjustments and to provide for the funds required.

The Committee also endorses and urges endorsement by the ALA of a statement adapted from the Association of American Colleges and the AAUP's Statement of Principles on Academic Retirement and Insurance Plans:

> The purpose of a library's retirement policy for librarians and its program for their insurance benefits and retirement annuities should be to help the librarians and their families withstand the financial impacts of illness, old age, and death, and to increase library service. The policy and program should be designed to attract individuals of the highest abilities to librarianship, to sustain the morale of librarians to permit librarians to devote their energies with singleness of purpose to the concerns of the library and the profession.

### Salary

In order to attract and retain the caliber of librarian needed to provide a high quality of library service, the Committee endorses the Report of the Salary Goals Subcommittee of the LAD-PAS Committee on Economic Status, Welfare, and Fringe Benefits, which recommends, in part:

> The Salary Goals Subcommittee, after considering a number of plans, concluded that an Annual Salary Survey should be made of the entire range of professional salaries. Each annual survey will be used as the basis for establishing salary goals for the following year. The statistical methodology will also be refined each year under the general direction of the Salary Survey Committee. The overall program will be similar to that conducted by the American Association of University Professors.
>
> This program will consist of four phases. First, there will be the annual collection of reliable statistical evidence of professional library salaries. This evidence will serve as the basis for establishing salary goals. Second, the statistical evidence will be analyzed to determine where compensation inequities are occurring.
>
> Third, ALA will publish the statistical evidence in such a way that members of the profession will be able to compare their individual salaries with those of other colleagues with like education, experience, and responsibility. Fourth, the Salary Survey Committee will publish salary goals for the coming year on the basis of the statistical evidence. These salary goals will be established for the entire range of professional experience, education, and responsibility within the various categories of libraries.

The Committee feels that it is especially important that any salary survey made by the ALA take into account the education and experience of the librarian, rather than simply administrative duties or the lack thereof. Once the study described above is in effect, the ALA should perform, or have performed by a reputable firm, an objective study of salaries in other professions having the same general educational requirements, and especially of professions where women do not predominate, and that an annual minimum salary be stated based on the two studies.

The Committee endorses the following statement from the LAD-PAS report of February 9, 1969;

> The Subcommittee is aware of the continuing costs for this type of new service to the library profession, but feels that major improvements of library salaries can be achieved only by the presentation of such detailed current, statistical evidence and that effective and realistic salary goals can be established only in conjunction with such salary evidence.

The ALA should develop guidelines to help administrators set job classifications and salary policies. Such considerations as inflation should be built into salary adjustment policies. All librarians' salaries in all types of libraries should be raised at least at the rate of the cost of living. The criteria for the rise in cost of living should be the data regularly issued by the Bureau of Labor Statistics. Ideally the adjustment would be made quarterly, otherwise the real income of librarians would lag.

## Employment Practices

The Committee subscribes in principle to the Report of the California Library Association Ad Hoc Committee on Personnel Standards, from which the following is taken. (This report, although received by the CLA Executive Board and awaiting further action, has no official status at this time.)

> In order for librarians to meet the responsibilities of their professional calling, libraries must provide conditions of employment to professional librarians which are commensurate with the knowledge and skills required.

The conditions of employment given in the report include time and funds for educational purposes and professional meetings, regardless of rank or seniority; evaluation of competence of librarians by other qualified librarians; the establishment and observance of criteria and procedures for promotion and pay increases; assignment of librarians to professional, rather than clerical, duties; authority to make decisions of a professional nature without undue interference from persons not members of the library profession; opportunity for each librarian to participate in policy decisions that affect the library; monetary compensation, vacations, and other benefits that are appropriate to the abilities and educational achievement of each librarian, and at least equal, in multi-purpose institutions, such as schools, to those of other professionals in the institution; sabbatical leave with pay in all types of libraries; opportunity to work in other libraries on an exchange basis; equal opportunity for employment and advancement regardless of sex, race, or religion; and opportunity to engage in professional negotiation with an organization of the librarian's choice on matters of economic, social, educational, and professional concern.

## Insurance

The ALA should provide an insurance plan for its members which would cover the member and his family in any library position in any part of the country. At a bare minimum it should have these fundamental provisions: retirement, life insurance, major medical, and long-term disability income. The Committee has reviewed several insurance plans and endorses an equivalent to, or inclusion in, TIAA-CREF. The basic health plan should be the local Blue Cross or Blue Shield policy or its equivalent. The insurance plan should be portable.

Besides this basic insurance, librarians should be provided with insurance against loss of jobs for intellectual freedom and tenure related problems. An alternative would be that libraries guarantee the payment of a sum equal to a librarian's annual salary if he is dismissed as a result of fighting against censorship imposed or attempted by the public, or his superiors, upon judgment by ALA that he was in fact fired because of intellectual freedom or tenure related problems.

## Tenure

The Library Administration Division and the Office of Intellectual Freedom both have statements and programs on tenure. These should be combined and come under the jurisdiction of the proposed Manpower unit. In regard to all types of working conditions, tenure, etc., the ALA should draw up sample contracts to be used by libraries in hiring personnel, and by librarians in evaluating prospective positions.

## Other Working Conditions and Fringe Benefits

Other items for consideration by the Manpower unit, suggested by librarians responding to a questionnaire administered by the Virginia JMRT, but on which no comment is given because of space limitations, include: vacations, sick leave, maternity leave with pay, reimbursement for unusual work-related expenses, parking, day care provisions for children of working mothers, parking, low cost housing on campuses, tuition for self and family, credit union membership, bookstore discounts, moving expenses, company car and gas, work week, and employee classification.

## Status

The Committee agrees that academic librarians should have full academic and faculty status, with all the benefits thereof. It feels, however, that ALA should work for the improvement of the status of all librarians, and that it can do this by improving the salary of librarians, by efforts to recruit high quality people into the profession, through excellence of education, both in library schools and following graduation, and through public relations programs designed to improve the librarian's image in the public eye.

## Status and Equal Opportunity for Women

The following is taken from a paper submitted by request to the Committee by Anita R. Schiller, entitled "What Should the American Library Association Do About Improving the Status of Women Librarians." In answer to that question, Mrs. Schiller says:

First, the ALA should openly state its willingness to deal with the issue, and express its conviction that equal opportunities for women should be provided. A formal resolution recognizing this commitment should be drawn up and endorsed by the Association.

Second, the ALA should initiate and support a comprehensive research program designed to examine the status of women in librarianship and to determine how present conditions operate, overtly, or subtly, to prevent women from achieving and maintaining equal status with men. The importance of research studies as a guide to policy cannot be overemphasized, and their findings should be widely disseminated among the profession.

Third, the ALA should open up the channels of communication for discussion of equality of opportunity within the library profession. This subject should receive a prominent position on the agenda at the Association's next annual meeting, and an open forum should appear regularly in American Libraries.

These three proposals . . . constitute some minimum and immediate steps for action by ALA.

Fourth, the ALA should establish a special committee on the status of women or some other suitable organizational body to develop procedures to deal with specific instances of reported discrimination. This committee might also be charged with setting up some mechanism for publicizing top level job opportunities as they become available, so that qualified women candidates can be considered for these positions.

Fifth, the ALA should announce a stated minimum salary for all librarians which is consistent with going minimum rates for comparable educational qualifications in other professions where women do not necessarily predominate. Institutions which fail to approach this basic minimum should be censured by ALA.

Sixth, the ALA should support measures designed to promote the rights of women, both in the librarian's professional work, and through cooperation with other professions.

Seventh, using the findings provided by research studies, and recognizing that far-reaching programs may have to be considered to bring about full equal opportunity in the library profession, the ALA should seek to develop a comprehensive long-range action program designed to restructure present arrangements, and effect significant change and improvement.

The Committee endorses this statement and urges endorsement and action by the ALA.

## Certification of Librarians

At the present time certification of librarians is generally a matter of state law, and is relatively meaningless. In countries where individuals are accredited, it is done by examination on a national level. Opponents of certification of librarians hold that it would not be possible to devise a national examination equal to the purpose, and that a national examination freezes and standardizes the education of librarians to conform to the pattern. In most states, graduation from an accredited library school is sufficient for certification, and persons not graduates of accredited programs are allowed to be considered for professional positions if they can establish equivalent certification in other ways. Proponents of certification say that it would upgrade library schools, and would improve the status of librarians and establish librarianship as a true profession.

Any program of certification undertaken by the ALA should be a national standard of certification, since standards which vary from state to state are a bar to professional mobility. Conditions and needs may differ to some extent in different localities, but the flexibility needed can be introduced by defining levels of responsibility and standards of certification, not just for librarians, but for other workers in libraries as well.

## Accreditation of Libraries

The ALA has been working on accreditation of libraries for a number of years; in fact, the ALA standards have been developed in part for the use of accreditation teams. One of the great difficulties is to develop standards that are easily measurable. Accreditation of each library by an accreditation team, or a team from each state or region, would be tremendously expensive. An alternative would be to have accreditation teams evaluate libraries of a certain size, and to develop a formula whereby library staffs could evaluate their own libraries.

## Professional Ethics

From time to time in the history of the ALA, a code of ethics has been discussed, and codes have actually been drawn up, but nothing has ever come to fruition. One of the prime requirements of a profession is a vigorous and enforced code of ethics, unique to the field to which it pertains. Certainly, we cannot demand professional rights and privileges unless we are willing to draft, ratify, and enforce a strong code of ethics, placing emphasis on conduct that furthers the import of the Freedom to Read Statement and the ALA Bill of Rights.

## Sanctions

As the experience of other professional groups has taught, sanctions are often necessary to gain conformity to standards. The Committee agrees that the ALA should set up appropriate sanctions for use when all other methods have been tried and have failed.

## EDUCATION

The next generation of librarians will have to be better than this one. The bibliothecal problems it will be called upon to solve will be more difficult; the services it will have to render will be more demanding; the techniques it will have to design will be more complex, if the library profession is to remain effectively responsive to the changing information needs of society. The ALA must assert itself vigorously to assure that such improvements in manpower preparation for greater responsibility do indeed occur. In its research, the Committee was impressed with the breadth of vision manifested in the policy statement on manpower and education promulgated in 1968 by the Office for Library Education and has drawn heavily upon it in framing some of the following comments. That paper deserves to receive the imprimatur of official approbation at an early date.

Traditionally, the ALA's major activity concerned with education has been in the accreditation of professional education programs. This work should be continued and expanded to cover accreditation of sixth-year programs and at least the monitoring of doctoral programs.

As subprofessional personnel assume increasing middle-echelon responsibilities in libraries, relieving professionals of such duties, the library school curricula should reflect the shift. The schools should be encouraged to continue and redouble their efforts to reduce the "vocational" aspects of their programs and to raise the level and content of professional instruction. Training for specialties in librarianship, in addition to the usual general education, should also be made available.

Students should have a voice in the determination of their curriculum, not only on the local but also on the national level. Thus ALA should seek a way to gain formal participation in the determination of educational goals and standards from among library school students and recent graduates.

Paradoxically the Committee recommends (1) that the one existing "doorway" to the profession be better guarded, and (2) that other "doorways" be sought. As regards the first point, library schools have on occasion been accused of laxity in admission screening; presumably increasingly rigorous admission standards will be necessitated by increasingly rigorous academic programs in the schools. In the second matter, the Committee would urge experimentation in an effort to find viable new access points to the profession. The recent increase in the admission of "older-than-usual" applicants was a positive step. Readier acceptance of promising part-time students, or increasing financial aid, for example, might also open valuable new manpower pools. Perhaps a satisfactory program could be devised for a person without formal library training to gain full professional recognition through experience, self-training, and examination. ALA should encourage such innovative efforts.

There are two other important areas of educational activity wherein ALA efforts have in the past been either less vigorous or somehow diffuse. These are the areas of paraprofessional training and continuing education. The library community is now greatly in need of increased efforts in both areas, and in the judgment of the Committee ALA should assert a strong leadership role in their development and orientation.

The need for paraprofessional personnel in the library community is a need of recent origin. It results from the increasing complexity of library activities which has required that professionally trained people in libraries ply their skills on the ever-growing edge of service development. This has created a widening gap between what clerks can do in libraries, and what librarians are doing. The only way this void can be filled is with people, who, although not professionally trained, do have some library technical training and are career oriented. Such training has in the past been variously referred to as preprofessional, technical, vocational, and paraprofessional.

The Association has not to this time taken a strong hand in these programs, but the Committee feels that it has several kinds of responsibility vis-a-vis such technical training programs. These include:

(1) assessing the demand for graduates of technical training programs, and encouraging their establishment as needed;

(2) helping the individual library to know how to use such personnel effectively;

(3) furnishing advice and consultation to community colleges or other educational bodies in the determination of course and curriculum content for such programs;

(4) maintaining a close monitoring of these programs, possibly leading to accreditation, to assure their continuation at an adequately high level.

Doubtless, the area of library education wherein most remains to be done, however, is in non-formal post-professional training. The nature of the library need and the means for meeting that need are changing so rapidly that a librarian who permits his expertise to languish at a particular level for as short a time as five years risks finding himself obsolete. Enormous efforts must be expended to assure that all members of the profession be ever receptive to the need for change and do all they can do to keep their professional skills honed constantly to greatest effectiveness. Commitment to the continuing education of the profession must be made by the individual librarian, by the managers of libraries, and by the professional associations--especially the ALA. The ALA can do little to gain commitment from librarians and library managers except by setting an example and exerting moral pressure upon them, but it can do much more than it has done to align its own huge resources and programs behind this critically important activity.

In a sense, the Association need not be reminded of its leadership responsibility in this important matter of continuing education; because in actuality much of the Association's program has since its beginning been directed toward the continual upgrading and professional growth of its members. Its extensive conference programming, publishing activity, and task-oriented committees, combine to make the Association by far the most active agency for library personnel development in the world. Accusations of Association non-interest are justified only in the sense that it has not in the past seen fit to bring together all of its activities concerned with continuing education under a single administrative oversight, so as to give them uniform organization, coordination, and direction. Such a move seems now to be called for.

The following are examples of ways in which the ALA could do more than it has done for the continuing education and professional growth of its members:

(1) sponsor a wide range of seminars and workshops, perhaps mounted regionally but outside of the annual conference, on issues of current or topical concern to librarians; the recent MARC II workshops and occasional joint programs with the regional associations might serve as prototypes;

(2) prepare packaged multi-media programs for professional updating that can be lent or rented to local libraries and to library agencies for use by their personnel;

(3) design and produce programmed instructional courses for sale to librarians who wish to improve the currency of their expertise or gain new professional skills or understanding; both these recommendations would seem to be natural extensions of ALA's existing publishing program;

(4) gain much wider promulgation than there has been in the past of the work done by ALA's clearinghouse for opportunities outside of ALA for the continuing education and professional growth of librarians;

(5) lend consultative and advisory, perhaps even support, services to local libraries and library agencies wishing to develop continuing education programs of their own;

(6) coordinate, articulate, and rationalize all ALA activities concerned with the professional upgrading of librarians.

Although covered by what has already been said above, one particular aspect of post-professional training is so needful of attention that in the eyes of the Committee it deserves special mention in this report. That is the need for management training for librarians who find themselves assigned to positions of administrative responsibility. It is patently false to assume that a good librarian will necessarily be a good manager, yet hierarchical promotion in many libraries appears to rely heavily upon this criterion. It appears essential that special effort be expended by the ALA to help facilitate the transition of good librarians into good managers when their duties and responsibilities call for it.

## RECRUITMENT

The nature, the quality and the amount of future library and media services to the people of the United States will be determined not only by the activities and interests, but also by equality and balance with respect to sex and race among the staff administering and performing them. If library and media services leaders and workers do not replenish and expand their ranks with able recruits, including large numbers of socially effective men and women from the various ethnic minorities as well as from the ethnic majorities, the profession will continue to fall short of its potential.

New libraries have proliferated. Library leadership has vacillated. Staffing problems are at the root of the administrative crisis. Second only to restricted budgets, manpower scarcity is the chief bottleneck to the development of more and better school and community college libraries. Urban public libraries, forced to dilute their staffs by underfilling professional positions, are recognizing their need for new kinds of library-media facilities and services administered and staffed with new kinds of people with new kinds of preparation which will enable them to serve the previously unserved or mis-served minorities of the inner cities. Notwithstanding all of this, our profession's recruitment efforts remain chiefly voluntary and spasmodic. Few states have effective recruitment programs. Only one or two give emphasis to recruitment among minorities. None gives special emphasis to recruitment of men.

According to a study in 1969 by H. W. Axford of Florida Atlantic University:

> Thirty-five ALA-accredited library schools reported a total of only 286 Black, Asian, Cuban, Mexican-American, and Puerto Rican students. Only twelve of the schools actively recruited such students. The twenty-three schools which did not actively recruit them each had an average of 3.6 minorities students. Schools which actively recruited had an average of 7.4 minorities students. The library schools serving Boston, New York, Chicago, Los Angeles, and San Francisco had enrolled a total of only twenty-two Blacks, two Mexican-Americans, no Puerto Ricans, no Cubans. Three of the thirty-five participating schools had no minorities students. The thirteen non-participating school presumably have few minorities students.

Corrective action is long overdue:

(1) Progressive recruitment must be firmly based on the principle of sexual and racial equality of opportunity.

(2) The library profession must prove beyond doubt that it warmly welcomes minorities people at all levels.

(3) There are many kinds of ghettoes, and euphemisms such as "disadvantaged" are applicable to everyone, not just to ethnic, racial, and economic minorities.

(4) Selective recruitment, with emphasis on socially effective men and on minorities, people of diverse backgrounds, interests, and abilities will enable the profession more effectively to serve the needs of all of the people, and will help toward the eradication of some of the causes of ghettoes, reservations, barrios, and Appalachias.

(5) Traditional preference for men in library administration must be superseded. Almost all of the university libraries in America are presently directed by men. Similar favoritism prevails in all other types of libraries except school libraries. Women and minorities librarians must have equal access to top-level executive positions in all types of libraries. Discriminatory training, salary, and promotion policies and practices must be abandoned.

(6) Maleness alone is obviously no guarantee of effectiveness. Ability is not determined by sex or race. But carefully selected men are needed in children's work, young adult, and adult services positions in libraries where their very visibility would help to dispel the popularly held stereotype of libraries as white middle class female monopolies. The socially responsible men who are most needed are those who could achieve in many fields but who choose library service because they love ideas and people, and because they believe in the informing and liberating role of free libraries, not because they want rapid ascents to thrones of administration. Thus will "image" eventually cease to be a problem.

## ALA's Responsibility and Role in Recruitment

Stronger ALA recruitment leadership is needed. The ALA Office of Recruitment is underfinanced, understaffed, and neglected. Although the profession has a tradition in favor of comprehensive written book and media selection policies the Association lacks a national manpower policy. Perpetuators of the status quo argue that until the profession achieves higher salaries and near-unanimity with respect to its manpower needs, systematic nationwide recruitment must wait. Meanwhile the manpower situation becomes more chaotic. The longer we stall, the worse the problem becomes.

A substantial chunk of the proceeds from the Association's recent dues increase should be allocated to a sharply stepped-up recruitment program. Most of the library career information requests which ALA now receives come from middle-class white women. More diversified national recruitment could multiply the total number of "prospects" and the number from men and from the various minorities groups without discouraging candidates from the presently predominant category.

ALA members can no longer tolerate a "token" recruitment effort consisting chiefly of brochures. ALA can demonstrate recruitment leadership concurrently with the evolvement of a realistically progressive national library manpower policy. ALA can help train recruiters, do recruitment research, publicize successful state and local programs, consult with state libraries and federal agencies, and offer recruitment assistance to library schools.

## Recommended Recruitment Policy

Selective recruitment would reiterate the chief elements of the proposed national library manpower policy, for example, that:

(1) Men and minority group librarians of both sexes are needed in all types of libraries, in all functions, and at all levels, but they are especially needed in work directly with children and young adults in the inner city, and in school libraries.

(2) Women and minority group librarians of both sexes are especially needed in administrative positions which have long been almost exclusively monopolized by middle class white men. Other qualifications being equal, preference in promotion to administrative positions will be given to women and to minority group librarians until sexual and racial parity are achieved at these levels.

(3) Women and minority group librarians are now concentrated in book selection, acquisitions, cataloging, classification, processing, and reference services. More men are needed in all of these functions.

(4) Approximately the same criteria will be applied to the recruitment of technicians, clerks, and student assistants.

(5) All staff members will have genuine opportunities for advancement based on merit as demonstrated by continuing study and increasingly significant achievement. Alternative paths of advancement in salary and status will be provided. For example: acquisition of superior subject knowledge or functional expertise; personal growth through advanced courses; travel; professional association leadership; research and publication; effective recruitment; successful innovation; community leadership. The talent pool would have no arbitrary sexual or racial ceilings.

## The Need for Library Manpower Research

Quantitative data are needed for planning, goal setting, budgeting, staffing, and progress measurement. Conservative estimates and projections based on presently available statistics are subject to criticism. It is recommended that advanced computer techniques be used to develop a model of the American library economy of 1980, with particular emphasis on its manpower composition, and that the resulting data be applied to recruitment problems, policies and programs.

The model should be programmed to include:

1. Attrition of present library staffs.
2. Population increase.
3. Geographic distribution of population groups.
4. The media explosion and incorporation of the newer media into library collections.
5. The trend toward independent study.
6. Automation.

7. Universal higher and adult education.
8. Shorter work years.
9. Earlier retirement.
10. Greater longevity.
11. Higher living standards.
12. Inflation.
13. Probability of world peace.
14. Changes in distribution of political and economic power.
15. Changes in administrative theory and practice.
16. Impact of library-media-information science research.
17. Effects of higher professional standards.

Well-focussed, concerted action to remedy present imbalances and inequities need not await this recommended research. If it is agreed that, in order to be socially responsible and serviceable, the profession should have roughly the same racial proportions as the total population, then we need more young men and young women from the various minorities right now. If it is agreed that sexual parity is essential, the library profession needs more men right now. Ultimate equality of opportunity cannot be achieved by platitudes or hypocrisy. Accreditation standards for library schools should be revised accordingly, particularly with respect to racial and sexual balance of library school faculties and Ph.D. programs.

## Needed: Full-Time Recruitment Specialists

To increase the number of well-qualified minorities young people choosing careers in library-media-information science will require a substantial number of young, well-paid, deeply committed, strategically located, full-time recruitment experts. Half of them might be men. Several of them should represent major minorities. Assuming equal general qualifications men recruit men, blacks recruit blacks, and Latins recruit Latins most effectively. Physical proof and personal testimony are convincing.

ALA which now has one recruiter, can afford a second full-time specialist now. He should be male, black, and be headquartered in Washington, D. C. or in New York City. Both recruiters might devote six months of the year to college and high school visits; one month to planning and preparation; four months to raising funds for the enlargement and improvement of the program. Their duties could include, but not be limited to, research into the nature, extent, causes, and methods of overcoming anti-library career attitudes among men and among minority groups; ideas on changes needed in inner city libraries; preparation of advertising and publicity; development of their recruiting knowledge and skill; helping administrators to increase their recruiting effectiveness; and organizing recruitment teams of young librarians in metropolitan areas.

## Library Schools' Recruitment and Placement Responsibilities

This proposal calls for substantially increased enrollment in graduate and undergraduate schools of library and information science, and the establishment of several more undergraduate and graduate library schools at predominantly black universities. Each of the larger library schools would have one or more recruiters with high potential ability to recruit men and minority group members who possess such qualifications as leadership ability, social responsibility, flexibility, competence in human relations, and familiarity with ghetto life. Smaller library schools could cooperatively share the services of full-time recruiters. By multiplying the numbers of active applicants, the recruiters could help to increase enrollment while increasing the potential effectiveness of the next generation of librarians.

Increased recruitment of qualified men and minorities young people could not be achieved cheaply. Recruiters would first have to be recruited. They would have to learn the successful techniques developed by the several experienced recruiters who have done the pioneering in the library field and by recruiters for other professions. New techniques to inform more male, as well as female high school and college students, expecially black students before they select other careers, would have to be evolved. The recruiters would contact social workers, college and school administrators, librarians, faculty leaders, teachers, guidance and placement counselors, coaches, and recreation leaders in black colleges and high schools. In order to reach socially committed young people, the recruiters might also find it worthwhile to talk with Black Studies leaders, militants of several varieties, and editors of underground as well as aboveground newspapers.

They could organize, inspire, and guide large numbers of volunteer recruiters. The new recruiters could assist urban public libraries in recruiting men and minorities members of both sexes through summer "cadet programs." They could talk with student aides and assistants in school, college, and public libraries. They could advise on the design of beginning jobs and promotional ladders challenging enough to attract and retain the various kinds of young men and women who are needed.

Scholarships, loans, and work-study programs would be expanded. Larger libraries would help to subsidize professional education of their most promising young paraprofessional, technical, and clerical staff members. The library schools would augment their placement services with emphasis on helping minorities graduates to find satisfying positions. This concern with their graduates' careers would continue with respect to mobility and advancement opportunities.

## Public Relations for Recruitment

The New Directions Committee advocates increased and more effective use of mass media, including the minorities press, to inform urban young people of the expanding career opportunities in library and media services. While non-monetary incentives such as intellectually stimulating work in a life-enhancing occupation would be stressed, economic incentives are also attractive to minorities young persons who demand a fair share of America's living standard. Positive, dramatic, and concrete examples of social responsibility on the part of their professional association, such as actions for peace, equal rights, and more healthful environments would also be widely publicized.

## Funds for Recruitment and Education

To create and maintain a highly effective permanent recruitment staff and program at ALAheadquarters and in the Washington, D. C. Office would cost several times the present budget. In view of the fact that salaries account for from sixty-five to eighty percent of the operating budgets for most libraries, investment in recruiting effective young people, who could not otherwise afford graduate education, would represent one of the greatest bargains possible. Whereas industry spends several thousand dollars per recruit, the library profession, to compete successfully, must spend at least several hundred dollars per recruit, plus scholarships and the like. Federal, state, and local governments, foundations, and private philanthropy would be tapped. ALA, state, and special library associations, library schools, and administrators of large libraries would become politically more effective, more effective in grantsmanship, in direct fund raising. Each would assume its fair share of the increased investment.

Summary and Recommendations for Action

By maintaining or by discarding its present recruitment non-policy and non-program the library-media-information services profession will help determine its future and the future of the society which it serves. By adopting an enlightened policy, and by operating a coordinated nationwide recruitment program to implement that policy, a brighter future can be achieved. This brief suggests as essential ingredients: emphasis on recruitment of men and of minority group members of both sexes; preferential training and promotion of women and of minority group members to administrative posts until parity is reached at top levels.

Such a policy and program would prove the integrity and sincerity of librarians in favor of human values in an increasingly dehumanized society. Viewed as a whole, they would not threaten women of the racial and ethnic majorities because of the projected increase in the numbers of applicants admitted to graduate schools. Socially aware, responsible young women will probably prefer to join a profession that is actively trying to become sexually and racially balanced at all levels including the top level. It remains to be seen whether white male library administrators and male aspirants to administrative positions will feel threatened by these proposals.

Boys, at every stage of their growth deserve opportunities to see, hear, and share cooperative experiences with men who are concerned with ideas, who have social concern and compassion, and who prefer service to humanity over the amassing of material wealth. Girls deserve to see, hear, and be able to identify with women who are successful practitioners in the full range of professional, managerial, executive, and policy-making capacities, provinces from which they have been and still are largely excluded.

Compassion and motivation toward life-enhancing service would not be viewed as qualities possessed exclusively by women. Public policy and decision making, and executive competence requiring logic, rationality, objectivity, and political acumen would no longer to be rated as the exclusive domains of men. Seeing all paths open, each young prospective recruit would know that he or she could grow, develop, and fully utilize his or her talents and interests without sexual, racial, or other prejudicial restraints. If this were its true policy and practice, the library would exert a long needed salutary influence upon the other professions and on human society.

## Recommendations for Association Action at the 1970 Detroit Conference

The following four proposed draft motions for consideration and possible action at the 1970 Conference in Detroit would, if adopted, provide an excellent start toward realizing the objectives recommended by the Committee on New Directions:

(1) THAT the Association develop, adopt, publicize, and promote a Recommended National Library Manpower Policy encompassing advanced concepts of staff recruitment, development, utilization, and compensation including the principles of sexual and racial parity at all levels and in all types of libraries as recommended by ACONDA.

(2) THAT a second position of Recruitment Specialist be established on the Association staff, that it be based in the Association's Washington Office, and that there be appointed to the position a male librarian possessing extensive knowledge of and direct experience in urban minority life and culture, and that he also possess the various communication skills which would enable him effectively to recruit young men and women of the ethnic and racial minorities to careers in the library-media-information services profession.

(3) THAT intensive special training programs in minorities and male recruitment be conducted cooperatively by library schools and state library agencies with full ALA recruitment staff participation.

(4) THAT a theme be adopted for National Library Week--1971 which will draw national attention to the library profession's expanding career opportunities at all levels based on a generously funded, vigorously implemented policy of equal opportunity regardless of sex, race, or ethnic origin.

Shirley Olofson, Chairman
William E. Hinchliff
David Kaser

# APPENDIX C-3

## Subcommittee on Intellectual Freedom

### Report
June, 1970

Perhaps no principle of library service has been so honored in theory and so violated in practice as has the principle of Intellectual Freedom. The Library Bill of Rights has long been considered a cornerstone of American librarianship, yet many librarians either misunderstand or ignore its implications, those courageous few who uphold its precepts often lose their jobs (while their colleagues look the other way), and the general public seems supremely unaware of the significance of this supposedly basic freedom. At this point in time, the American Library Association must strongly reaffirm its belief in the principle of Intellectual Freedom, it must spell out in unmistakeable terms the implications of translating principle into practice, it must undertake an extensive informational campaign aimed at both librarians and the general citizenry, and it must spare no effort or reasonable cost in defending librarians who are attacked for supporting--or for practicing--Intellectual Freedom. The integrity of our libraries and of our library association, as well as the survival of this fundamental principle, are at stake.

To implement an effective program in support of Intellectual Freedom, action must be taken in the following areas:

> Education: The Intellectual Freedom Office should be provided with funds, staff, and authorization sufficient to engage in an active, nationwide informational program and campaign in opposition to all forms of censorship and in full support of intellectual freedom through the press, television, radio, and any other appropriate media.
>
> The Intellectual Freedom Office should conduct regular workshops at the national and regional level to be attended by representatives of state intellectual freedom committees, so that these groups can in turn develop programs locally and serve as the bases of a nationwide network for rapid communication and concerted action. A staff of consultants from the IFO should be free to travel around the country as speakers and advisors. Programs specifically aimed at library trustees must be developed. Library schools must be persuaded to include in their curricula courses, seminars, and research projects on the implementation and defense of the principles of intellectual freedom.
>
> Films, posters, radio and television spots, leaflets must be developed and distributed widely. Booklists and bibliographic articles focusing on controversial items which librarians might otherwise be tempted to avoid should be distributed and featured in the library press.
>
> Defense mechanisms: Librarians will defend the freedom to read in far greater numbers if they know that their stands will be supported legally, financially, and morally by the prestigious American Library Association. Most censorship attempts are tactically amateurish, irrational, and even illegal, and they will collapse when confronted by a determined resistance. But the response must be immediate and unwavering. ALA backing must be made evident before, not merely after, the librarian has been fired or politically outmaneuvered.

Investigation: The procedures for initiating ALA action are much too cumbersome. The "Request for Action" form, in its present design, is likely to intimidate many an already-harassed librarian and to discourage him by the prospect of immersion in a bureaucratic and jurisdictional morass. A simple phone call should be enough to put the response machinery in motion. Policies established by the Intellectual Freedom Committee and the Executive Board should be sufficient as guidelines to enable the Director and staff of the Intellectual Freedom Office to provide on-the-spot advice, gather needed information, and determine quickly whether to dispatch a consultant, initiate specific action, or extend the scope of the investigation. If jurisdiction lies properly within the realm of some other agency (such as LAD), this will emerge as the investigation progresses and transfer of authority can be enacted at such time. But rapid response is essential, and the advice and moral support of experts in the earliest stages of a controversy may render more decisive actions at a later time unnecessary.

Legal and Financial Support: Librarians engaged in defending the Library Bill of Rights have a right to expect legal assistance through ALA, and those fired or forced to resign from their jobs because of efforts to defend intellectual freedom (or in violation of their own rights to freedom of opinion, expression, or action in the private sphere) deserve meaningful assistance from ALA toward meeting the costs of legal battles and the costs of living while unemployed. Such assistance should be in the form of grants, not loans, for the basic justification for such support is not sentiments of charity but a recognition that these individuals, in defending themselves, are defending all of us. Certainly, no declaration of "poverty" should be required.

The Freedom to Read Foundation represents recognition, in principle, of the urgent need for a support fund. But, in several important respects, the Foundation is an inadequate response to the need for a major Association program in defense of Intellectual Freedom.

a) Reliance on voluntary contributions is not sufficient. If intellectual freedom is to be a major priority of the Association, then support for intellectual freedom merits a major portion of the Association's regular income. To the many ALA members who have complained that their dues do not support worthwhile programs of action, it is not enough to say that now there is a separate foundation to which they can contribute additional funds.

b) A successful nationwide program in support of intellectual freedom requires both educational and defensive measures, and the basic interrelationship of these is such that both must be coordinated by one strong Office for Intellectual Freedom.

c) Intellectual freedom is so fundamental to library service and so crucial to every practicing librarian, that the national library association itself must assume responsibility for its defense. This is essential for the moral health of the Association as well as for the success of an intellectual freedom action program.

d) To present librarians with a paternalistic fait accompli, and to structure the Board of Trustees carefully so as to prevent any possible "takeover by extremists," can only undermine the confidence and support of many concerned ALA members. A defense fund must be a part of ALA, so that its members may democratically influence its purposes and uses.

e) Fear of possible loss of tax-exempt status cannot be allowed to determine the policies and practices of the American Library Association, just as a practicing librarian should certainly never succumb to the censor for fear that his own salary or the library budget will suffer. If we believe in the importance of intellectual freedom, we must be willing to take risks in order to defend it.

f) The scope of intellectual freedom encompasses considerably more than just the freedom to read. Support must also be rendered to the librarian who is fired for sporting a beard, for expressing unpopular opinions as a private citizen, for engaging in civil rights activities, etc., etc. And he should not have to claim "poverty" in order to receive it.

The functions of the Freedom to Read Foundation should be brought within the American Library Association, where they should receive a major portion of the budget and reflect the wishes of the total ALA membership.

Sanctions: The invocation of sanctions against an institution or person who violates the principles of intellectual freedom is not an act of vindictiveness. It is a legitimate pressure toward satisfactory resolution of a specific situation, a device for discouraging violations in other situations, a means of establishing a body of precedents defining the scope of intellectual freedom, and a vehicle for publicizing the principles for which the Association stands. Librarians themselves are perhaps the worst censors. And the librarian who attempts to provide public access to materials of a controversial or unconventional nature is frequently weakened in his defense of this freedom by the widespread failure of neighboring libraries to provide such materials. Those who strive to defend freedom of inquiry cannot succeed unless those who do not uphold this freedom are discouraged and their actions condemned.

Those libraries, librarians, trustees, or other members of the American Library Association, who by their actions do not support the Library Bill of Rights should be suspended from the Association. Wide publicity of such action should be taken through the journal of the Association and through paid advertisements in the regular library press. Invocation of sanctions against an institution should also be publicized through the local press, the ALA members should be urged to refuse employment in such institutions. The right of that institution to receive state and federal aid, or to enjoy accreditation (where applicable), should be challenged.

Intellectual Freedom Office: The Intellectual Freedom Committee, the Executive Board of ALA, the Trustees of the Freedom to Read Foundation, and the members of the library profession have the responsibility of defining the scope of Intellectual Freedom and establishing broad guidelines for the implementation and defense of its principle. But the chief administrative responsibility for the execution of ALA policies and the effective implementation of a strong Association program in defense of intellectual freedom must be vested in the executive arm of the Association and in a strong Office of Intellectual Freedom. Broad policy guidelines should provide a framework within which great reliance can be placed on the discretion of the Director of the OIF to implement these policies, to act quickly and decisively when circumstances require, and to speak with the force of Association backing. The OIF merits a major portion of the Associations resources. Its staff and budget must be increased significantly and the scope of its authority should be set in proportion to the importance of intellectual freedom to the functioning of librarianship.

George Alfred
Arthur Curley, Chairman

# APPENDIX C-4

## Subcommittee on Legislation

Report
June, 1970

The purpose of the ALA legislative program is to improve society by strengthening the resources and services of libraries. The functions of the Office are as follows:

(1) "To provide the Executive, Legislative and Judicial Branches of the Federal Government with an authoritative, comprehensive and non-partisan source of information concerning library services and resources, plans, requirements, construction and manpower.

(2) "To provide ALA members and the State Associations which are chapters of the Association with an authoritative, comprehensive source of information concerning legislative and administrative proposals, plans, policies and activities relating to libraries and librarianship at all levels of government.

(3) "To provide liaison for the Association with other Washington-based representatives of educational, scientific, business, labor, cultural, and other types of organizations."

The present Federal Legislative Policy relates not only to legislation and appropriations specifically concerned with libraries, librarians, and library services but also related to such Federal legislative issues as intellectual freedom, postal rates, taxation, copyright, social security, and international programs affecting libraries.

The Legislative Committee is correctly organized and placed within the structure of ALA. A subcommittee with the specific responsibility for longer range planning would be desirable so that such planning will not be submerged under the pressure of current demands and action.

The present staffing of the ALA Washington Office includes 3 professionals, an administrative assistant, and 3 clerical workers, a total of 7. Their workload is huge and much of it must be done under great pressure. Most of their time is spent in responding to immediate demands for testimony, conferences, communication, etc. Too little time is available for planning, analysis, State meetings and conferences and other useful contacts in and out of Washington.

The major legislative program of the Association cannot be achieved with the present overworked, though highly dedicated and capable, staff. Additional manpower, space, and money will be required. The administrative judgment of the present staff is needed as to how additional resources can best be used. Contributions from more State associations and larger contributions should also be another source of increased resources and would provide added flexibility in use of funds. It is also reasonable to suggest that an increase in level of operation of the Office should be scaled up perhaps over a three-year period in order to achieve the best use of the added funds. The degree to which added funds might best be used for short-term consultants and specialists in various fields rather than full-time staff should be left open. One example of the use of such consultants would be for the development of data and information frequently not available from other sources to support library legislation or appropriations. On the other hand, more permanent staff in the Office could develop the experience and background to establish closer liaison with staff and officers of other divisions of ALA and state and local library associations and agencies. This higher level of coordination is needed so that the full force of the best talent and influence can be brought to bear to achieve the objectives of the legislation program. For example, with good coordination, the officers and members of the Association of State Libraries and the stronger State library agencies and associations might, on request, be of great assistance in helping other State libraries and associations strengthen their library legislation and increase their appropriations. A goal requiring unending effort is to have all State coordinators, trustees, library and institutional leaders, friends of libraries and others provide information needed in Washington with maximum effectiveness. Much more needs to be done at every level of government, from the grass roots to the highest level to show decision makers and government leaders that good library services are indeed basic and essential to educational, social, economic, and cultural progress. This requires all the evidence, conviction, dedication, and hard work that can be assembled by the entire association membership, and the entire staff and all the allies they can enlist. The strongest possible ALA Washington Office needs to be at the forefront of this effort so that the Association can continue and accelerate its already significant and substantial accomplishments in this area.

J. Maurice Travillian, Chairman
John G. Lorenz
Edmon Low

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## APPENDIX C-5-a

## Subcommittee on Planning, Research and Development

### Report
January, 1970

There has been in recent years widespread support throughout the Association for an increased role by the American Library Association in the development of research activities relating to the profession. In response to this request by the membership the ALA Executive Board at its 1964 Spring meeting established the Office of Research and Development. The Office was formally established on September 1, 1965. Nucleus of the staff was the LTP staff. The Executive Board believed that a start should be made in providing research assistance but that this "start should be no more than can be adequately supported, should promise no more than can be delivered, and should be designed as to allow a maximum of enlargement or retrenchment."

An advisory committee to the Office of Research and Development has been appointed. This committee has outlined the following objectives for the research program of ALA: (1) the advancement of the theory, methods, and principles of library and information science; (2) the development of, as opposed to research on, library and information resources and services, (3) the improvement of library education: manpower, recruitment and utilization. The committee has further stated that "the Association's role in research is primarily instigative and catalytic." Research in library operation and service and in related areas of bibliographic access is being carried on by many institutional, governmental and commercial agencies, both inside and outside of libraries and library schools. The Association does not compete with these efforts; rather it adds in response to the stimulus provided by its members in promoting that research which is most important to library service and librarianship. The primary function of the Office of Research and Development has been in evaluating research proposals coming from ALA divisions and committees, securing funds to carry out these proposals, and locating the proper agency to perform the actual research. The office has been hampered by a lack of adequate staffing to thoroughly monitor the research being done. It was originally envisioned that ORD would serve as a clearing house for information on all research applicable to library service and librarianship. This function, however, has basically been assumed by the Eric Clearinghouse established by the U. S. Office of Education.

The area of planning for the development of American libraries has been a less clearly defined function of ALA. There is no office or division devoted exclusively to this purpose since it is considered to be a function of all divisions and officers. ALA has performed some essential functions in the area of planning for libraries. An example would be the various sets of standards of service for different types of libraries.

Having looked at what the association is now doing, let us look at what it could do in the areas of planning and research.

First, in the area of research there are a number of alternatives open to the association: (1) ALA could withdraw entirely from the problem of developing research in library science. It could leave to the library school and other agencies willing to do the research the problem of locating the funding to carry out research ideas and proposals. With the development of more doctoral programs in the graduate library schools, it can be assumed they will be engaged more actively in useful research for the profession. This approach has two advantages; one--it would free a limited amount of resources for use on other priorities, two--it would avoid the problem currently felt by the Office of Research and Development of attempting to supervise research projects without adequate staff for that purpose. There are major disadvantages, however. It would mean there would be no organization capable of speaking for the entire profession in the area of library research. The funding agencies would have no place to go to determine which research problems were most crucial to the profession. It might well mean that many sources of funding would be channeled into areas other than library science. It would also make it more difficult for individuals with researchable ideas to locate funding for that research and capable agencies to carry it out. It might also mean that the funding that does remain available would be spent less wisely and on ideas of less importance than is now the case.

Another approach would be for ALA simply to screen proposals originated by units of the association. These could be reviewed by the present ORD staff for the validity of the research idea and then be referred to an appropriate research body without evaluation as to the importance or feasibility of the research. This approach would at least provide a channel for research proposals to reach funding agencies and institutions capable of doing the research. It would provide little in the way of coordination, planning and control.

Another approach would be to decentralize research operations by dropping the present requirement that each proposal from a unit of ALA be approved by the Executive Board before it can be submitted to a funding agency. This would be a fairly economical procedure although the divisional staff might have to employ field readers to review the proposal. The major drawback would be the lack of coordination which would produce overlapping and duplication of proposed studies. This would undoubtedly annoy the funding agencies and make them less inclined to support proposals that did not represent an expression of the research needs of the profession as a whole. Also, the quality of the proposals might be very uneven.

Another alternative might be for the ORD to take an active leadership role in the research process. This could be done by hiring additional staff for ORD with special competence in the area of research. This staff could devote full time to stimulation, communication, coordination, evaluation, and administration of the research activities of the Association. This would give ALA an opportunity to evaluate each of the proposals in relationship to other needs for research in the profession. It would give the Association a voice of authority in communicating with funding agencies and researchers. It would also make it possible to thoroughly monitor any research done under the sponsorship of ALA. It would give the opportunity for active stimulation of research in areas where it is acutely needed by the profession. The major disadvantage would be cost. This cost could vary with the amount of effort and level of accomplishment desired. It is likely that a minimum figure could be a cost of $25,000 above what is now being spent to put such a program in full operation. The cost could not be held much below that figure because of the necessity of hiring an especially competent individual to serve in this capacity.

In summation, the profession seriously needs to increase its total body of knowledge to meet the challenge of providing a high quality of library and information service to the citizens of this country. The extent to which ALA can participate in this process will depend largely upon how highly research is valued in relation to the other possible priorities for the profession. We cannot well neglect the process which provides us with the basic knowledge for rational decision making.

An even more difficult problem to consider is the way in which ALA can most effectively plan for the entire library profession. Certainly the largest association in the profession has a role to serve in planning for effective library service for all Americans. It seems likely that this is one of the important items of business that loses out to mass paperwork in which the headquarters staff is currently involved. The extent to which ALA can relate to the challenge of planning for nationwide library service will depend a great deal on what kind of organization it becomes. If an organization can be evolved that will be streamlined enough to allow its headquarters staff and its elected officers the luxury of time to deal with the Important Business of the Profession, planning will then assume a major place in their activities.

With the rapid changes occurring in our society, it is essential that we provide time and opportunity for our staff, officers, and membership to think seriously about the problems facing the library profession in the late twentieth century and to plan for ways to meet the information needs of our nation with the resources that can realistically be made available for that purpose.

Effective planning would certainly be involved in the successful implementation of all the other priorities being considered by this committee.

If very substantial changes are to be made in the organization and operation of the American Library Association, they must be made on the basis of the best thought and information available to all of us. At this crucial juncture in our history one might paraphrase the NLW slogan to say "planning is the key".

J. Maurice Travillian, Chairman
John G. Lorenz

## APPENDIX C-5-b

## Subcommittee on Planning, Research and Development

Report
June, 1970

Many of the recommendations contained in the other sections of this report will reach the level of effective implementation only after sufficient planning and research have been accomplished. Much research on the problems of effective library service must be conducted during the next two decades. The American Library Association must assume a role of positive leadership in this area. In particular, ALA should assume the functions of establishing priorities for research; soliciting funds for conducting significant research proposals; evaluating prospective agencies and individuals to carry out these proposals; monitoring the studies while in process; and evaluating and distributing the results.

Planning for effective library service on a national scale is an even more complex problem. Planning is clearly a function of all officers and staff of the Association. However, it now seems necessary that this function be co-ordinated by a new structure devoted exclusively to that purpose. This would be a natural outgrowth of the New Directions concept and would provide for continuity in carrying out the goals delineated by this report. It would also provide the Association with an antenna for detecting future changes and needs for even newer directions.

The following specific recommendations are suggested in recognition of the essential role of planning and research in this Association's responsibilities.

(1) The Office of Research and Development should be expanded with additional staff having special competence in the area of research. This would enable ALA to take an active role of leadership in the development of research in Library Science.

(2) A permanent Committee on Planning should be appointed to provide the thorough planning necessary to achieve the long-range goals of the Association. This should be a high level committee concerned with continuous evaluation of new directions for the library profession.

(3) The present Library Research Round Table should be expanded to become a Round Table on Planning and Research in order to give librarians concerned with both of these activities an opportunity for interaction.

(4) The expanded Office of Research and Development should provide staff for co-ordination of the activities of the Committee on Planning and the Round Table.

(5) Long-range studies whould be made of the feasibility of further expanding the Office of Research and Development to include staff to actually perform some research at ALA headquarters.

J. Maurice Travillian, Chairman

# APPENDIX C-6-a

## Panel on Democratization of the Association and Alternative Patterns of Organization for ALA

Working Paper
January, 1970

## I. Charge to the Panel

It is the understanding of the panel members that their particular duty is to examine the present structure of the American Library Association in the light of the determination that further democratization of the Association is an important current priority for action, and to make recommendations for changes necessary to achieve this objective.

Specifically, they have been asked to consider: more meaningful involvement of a greater number of members; more participation by younger members; greater responsiveness of the Association to the concerns of the membership; broader participation in the decision-making process; improved mechanism for eliciting the views of librarians on important issues.

It was obvious to the Committee that if the Association is to make itself more responsive to membership, involve more of its members in decision-making, re-orient its program in keeping with its highest priorities and make itself more adaptable to the changing needs of society, some restructuring of the organization will be necessary. Consideration of such restructuring has also become a part of the charge to this panel.

## II. The Present Organization of ALA

### A. Brief Historical Review

Although it would be wasteful and unnecessary to weigh down this report with an extensive chronology of the development of the organization of ALA, it may be useful to take a quick look at the most important recent changes and the reasons for them.

The present organization is based primarily upon the report of the Fourth Activities Committee, completed in 1948, and on the Cresap, McCormick and Paget report on the Management Survey which followed in 1955. The thoroughgoing reorganization which resulted in 1957 has not undergone basic revision since, although many emendations, some important, have been made.

Three preceding Activity Committees reporting in 1930, 1934 and 1939 dealt increasingly with the problems of the organization of the Association. Although the First Activities Committee was concerned mainly with professional matters, each succeeding committee went further into management and organization, and the Fourth Activities Committee dealt with nothing else. "Problems stemming from inattention to the need for continuous development, with membership growth, of a suitable organizational structure and policy of administration have made the membership increasingly conscious and concerned with this subject."

It is illuminating to look back at some of the conclusions drawn by CMP concerning the objectives and organization of ALA, including its component divisions:

". . . Policies, organizations and methods are needed by which broad and mutual interests, as well as special interests, will be furthered to the greatest degree possible with the resources available."

Quoting from the observations of the Fourth Activities Committee, "There is need for reorganization of the operational structure of the ALA to eliminate the present confusion of overlapping boards and committees on many levels . . . The ALA should attempt to operate primarily through the voluntary efforts of its members.

". . . The democratic processes in the ALA can best be served by an integrated responsive organization, and not by groups loosely connected.

". . . Members always will group as their interests dictate; . . . organization must follow promptly and intelligently the pressure of those interests; . . . this can best be done if there has been established a logical and orderly overall organizational framework, within which special interest units of any type can form and grow."

In summary, said CMP: "In the course of this study it was evident that the objectives and organization of the Association were the most fundamental and important subjects to which we should address ourselves. Therefore, it was determined that emphasis be given to the development of an organization structure through which the competence, experience and judgment present among ALA members may be brought to bear pursue most effectively and efficiently the basic objectives of the Association . . . Recommendations with respect to the membership and headquarters staff organization of the ALA are proposed as a course of positive action aimed at strengthening the Association's unified capacity to fulfill its objectives and those of its member groups. In addition, it is intended to benefit the working relationships within the organization and to increase the satisfaction of its members."

B. ALA's Statement of Purpose

The basic ALA objective to which all of the earlier Activities Committees subscribed was stated in ALA's original charter, granted in 1879:

> ". . . promoting the library interests of the country by exchanging views, reaching conclusions, and inducing cooperation in all departments of bibliothecal science and economics; by disposing the public mind to the founding and improving of libraries; and by cultivating good will among its own members."

Through the years, this objective has been retained with only slight modification. In 1942 the Charter was broadened to read, "promoting library interests throughout the world." Nevertheless, the objective stated in the present Constitution of the Association has not varied greatly through 90 years. It reads: "The object of the American Library Association shall be to promote library service and librarianship." On this statement is based the introductory statement of the "ALA Goals for Action," adopted in 1967:

> "The American Library Association, as an organization devoted to the service of society through libraries and librarians, has as its overarching objective the provision of adequate library service of excellent quality freely available to all. To achieve this objective the association proposes a dynamic program looking to the provision of library service and informational resources to support education and research at all levels and to the provision of books for recreation and for continuing self-development."

It is essential to remember this basic statement, and to reflect a little on the organization which has been developed to carry out its intent. For what is at stake today may well be a challenge to the long-established objective. Over and over, we are told that the real problem is lack of agreement on what kind of an organization the members want. The implication is strong that some either do not view "promoting library service and librarianship" as an acceptable objective, or that they doubt that the present organization is capable of carrying it out.

## C. Structure of the Association

In the annual Organization Issue of the ALA Bulletin appears a summary statement of ALA's structure and activities:

> The American Library Association is the oldest and largest national library association in the world, with fourteen divisions, fifty-eight state, regional, and territorial chapters, and twelve affiliated organizations. Founded in 1876, the Association has a membership today of more than 38,000 librarians, libraries, library trustees, and friends of libraries.
>
> The object of the ALA is to extend and improve library service and librarianship in the United States and throughout the world. In the furtherance of this objective, it seeks to make books and ideas vital forces in American life, to make libraries easily accessible to all people, to improve professional standards of librarianship, and to create and publish professional literature.
>
> The ALA establishes standards of service, support, educational qualifications, and welfare of libraries and library personnel, and promotes the adoption of such standards in libraries of all kinds.
>
> It safeguards the professional status of librarians through accreditation of library schools. It provides leadership in a nationwide program for recruiting competent personnel for professional careers in librarianship. It promotes popular understanding and public acceptance of the value of library service and librarianship.
>
> Its liaison with federal agencies benefits libraries in many ways, for example, the enactment and administration of the Library Services and Construction Act and other federal legislation affecting libraries.

The Association is governed by its membership through a body of elected representatives called the Council, and through an administrative body of the Council, including the Association officers, called the Executive Board. The affiliated state, provincial, territorial, and regional library associations elect representatives to Council.

The ALA activities are carried on by a headquarters staff under the direction of an executive director, by appointed voluntary committees, by the divisions and their sections, and by round table groups interested in various aspects of library service.

The growth and development of the modern library brought a need for specialization among libraries and within the profession. To provide practical channels for utilizing this diversity of interest, ALA members have organized themselves into divisions to extend and improve library service and librarianship within certain special fields. Divisions have been organized by kind of library and by kind of library work, each division operating in an area of responsibility distinct from the others.

Thousands of ALA members work through these divisions and their sections and serve on voluntary committees and in round table groups, generously contributing valuable advice, experience, and professional leadership.

## III. Expressions of Dissatisfaction

Keeping in mind that the basic objective of ALA may itself be subject to change, the Panel on Democratization of the Association has begun its work by examining the kinds of dissatisfaction which have been expressed by members and headquarters staff, giving, of course, special attention to those which seem to arise out of defects in the structure or organizational procedure.

Broadly categorized, these are of three kinds:

ALA's purpose is wrongly directed to libraries rather than to librarians.

ALA is undemocratic.

ALA's procedures are slow and cumbersome.

### A. ALA is not doing what is should be doing.

It is obvious that what many members think of as criticisms of the organization are really disagreement with or misunderstanding of its primary purpose.

1. ALA does not support adequate salaries and working conditions, although librarians want this kind of activity, are willing to pay for it, and will turn to unions if it is not supplied by ALA.

2. ALA does not enforce the standards it sets and the policies it espouses. For example, it does not exercise censure or sanctions against violators of intellectual freedom; it does not accredit libraries; it does not provide for certification of professional librarians.

3. ALA does not gather or publish salary data.

4. ALA fails to take a position on social issues.

5. ALA concerns itself with trivia (awards, for example.)

6. ALA's philosophy is ambiguous; it is a catch-all.

B. ALA's organization is basically undemocratic.

1. The election procedure produces a self-perpetuating hierarchy, an association run by in-groups. Younger members have no opportunity to participate in policy-making, because they are not sufficiently represented in Council or on committees.

2. Council fails to take leadership in ALA activities.

3. The structure does not involve the general membership in the decision-making process.

4. Election procedures fail to allow an expression of candidates' views.

5. The structure does not produce sufficient representation by region and does not provide for local activity.

6. The organization does not provide sufficient checks and balances.

7. The structure does not give enough power to membership.

8. ALA is inflexible and unresponsive to individual needs.

C. ALA's machinery is ponderous and sluggish.

1. Months or years are required to achieve action on even relatively simple matters. ALA should be streamlined to make responses and action more immediate.

2. Decision-making is clumsy and inefficient.

At this point, it might be useful to inject the comment of a seasoned ALA staff member:

> "The major reason that the present organization is so slow to move and so seemingly 'unresponsive' is precisely because it attempts to be democratic, delegating to committees of members the major decisions and actions. The delays, breakdowns, and failures to deliver are almost invariably caused by the present necessity to wait for our boards and committees of members to do their work. This is not a reflection on the members necessarily, since they are obliged to give their first and full-time attention to the demands of their own libraries. But since this is so, it is ingenuous to imagine that the creaking in the present

> machinery can be cured simply by involving even more members in its intricate workings. I am not suggesting that democratization is undesirable; I am merely suggesting that the demands being made upon ALA at the moment are in conflict. We can either make the organization even more democratic--or we can streamline it for more effective, immediate and decisive action on pressing current issues. I don't think we can have the best of both of those worlds." (Lester Asheim)

In addition to these categories of complaints, several defy classification:

1. ALA is overly concerned with its tax-exempt status.

2. Annual conferences are not necessary.

3. ALA evades taking action on controversial matters such as censorship, tenure, price-fixing of books, faculty status of academic librarians, etc.

4. The divisional structure militates against action on basic overall issues.

In reviewing these statements, it must be noted again that many involve the purpose of the Association rather than the organization required to carry it out or even democratic participation by the membership.

## IV. A Look at Some Other Organizations

It is not possible to find absolute parallels with other organizations, mainly because librarians, although professionals, are employed almost entirely in institutions:

### A. National Education Association

Perhaps the NEA affords the best comparison, since it includes a mixture of membership classes and interests and affiliated organizations somewhat similar to ALA. It has over one million members, 53 state associations and almost 9,000 local affiliated associations. Its very size and complexities are almost overwhelming. Moreover, NEA has itself been undergoing a searching self-examination of its structure and functions (an indication, perhaps, that organizational problems are not the exclusive property of ALA.)

A letter from the Deputy Executive Secretary states:

> "There is a vast amount of discussion about reorganization of the NEA. We have many committees that are working on various aspects of the problem and one of the dilemmas of CPOD (Committee on Planning and Organizational Development) is to fill its general role in the planning field as distinguished from similar assignments. Another legitimate role probably is that of providing a place where all of the planning efforts are at least to some extent coordinated.

3. ALA does not gather or publish salary data.

4. ALA fails to take a position on social issues.

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> "A proposal came before the Representative Assembly last summer for a Constitutional Convention. The desire of the proponents of this move was to hold this convention in the summer of 1969. The Assembly in its wisdom decided that this matter should be studied as to feasibility and cost by a special committee which is being appointed by the President. This committee will report to the Assembly at the 1970 convention.
>
> "Those who favor a Constitutional Convention feel that 'instant change' is needed. Many others feel that 'phased change' is a more desirable approach.
>
> "The NEA is a large organization which has many subgroups both official and unofficial. There is a certain amount of tug-of-war between the state affiliates and the large urban associations. We are making a great deal of progress with unified membership dues (about 24 states are now unified) and going along with this is a drive for better unification of service so that local, state and national associations are not competitive."

Although it is an almost impossible task to epitomize the organizational structure of NEA, a few extracts from its Handbook may be helpful to our purpose:

1. NEA is an independent, voluntary, nongovernmental organization available to all professional teachers. It believes that all educators regardless of position, rank or authority, are engaged in a common cause. It cooperates with all groups in American life who seek to improve education. It works for better schools and, to further that end, for the improvement of the professional status of teachers.

2. Overall policies are made by the officers and the governing bodies. The Representative Assembly brings together about 7,000 delegates sent by affiliated local and state education associations. The Assembly includes as ex officio members the Association's officers, the Board of Directors, the Executive Committee, an elected officer from each NEA department and national affiliate, the chairmen of committees and commissions, the U. S. Commission of Education, and the NEA executive secretary. The annual meeting of the Representative Assembly is open to all members, but only delegates may vote. Each affiliated state and local association with 51 or more NEA members is entitled to representation in the Representative Assembly. An affiliated state association has one delegate and one alternate for each 100 members or major fraction thereof, who are also active members of the NEA, up to 500 such members. For each additional 500 NEA members, an additional delegate and alternate are allowed. An affiliated local association has one delegate and one alternate for each 100 of its NEA members, or major fraction thereof.

3. Between meetings of the Representative Assembly, the Board of Directors is charged with determining general NEA policies and major interests. The Board consists of one member from each state, the Overseas Education Association and the District of Columbia; and each such unit is entitled to an additional director for each 20,000 or more active and lifetime members of NEA. All directors are chosen as the affiliated state associations may determine, without any control by the national association. NEA officers and members of the Executive Committee are ex officio members of the Board of Directors. The Executive Committee includes NEA officers, two members chosen by the Board of Directors, and four members elected at large by the Representative Assembly for two-year terms.

4. Active and life members may serve on NEA committees and commissions; participate in conferences, workshops and the annual convention; serve as delegates of their local and state associations; and directly, or through their representatives, have a voice in NEA affairs. By activities in local and state associations, the individual NEA member can influence the selection and actions of those who represent him in the NEA Representative Assembly. Any new active member must also be and remain a member of local and state affiliated associations.

5. The bylaws of NEA provide that "any person who is actively engaged in the profession of teaching or other educational work, or any other person interested in advancing the cause of education, shall be eligible for membership." (This statement parallels the ALA statement, that "any person, library or other organization interested in library service and librarianship may become a member upon payment of the dues provided for in the Bylaws.")

### B. American Hospital Association

AHA has been engaged over the last two or more years in a realignment of its organizational patterns. Some possibly useful information has been gleaned from the most recent annual reports:

1. The AHA includes personal members, hospitals, various kinds of care facilities, auxiliaries, and schools of nursing, as well as associate members. All of these groups contribute to the membership of the House of Delegates, which is the governing body of the Association.

2. The House of Delegates is the policy-making body of the Association and consists of 139 delegates, 15 of whom are elected at large, the remainder provided by the various component units.

3. The recent reorganization created nine Regional Advisory Boards to make possible more efficient communication in both directions between the health care institutions at the local level and the Association. Each Regional Advisory Board consists of all the Delegates from the federations within the region. Each Regional Advisory Board nominates one of its members to the Association's Committee on Nominstions to be considered for election by the House of Delegates as a member of the Board of Trustees.

4. The Board of Trustees consists of 24 members and is at the apex of the organizational structure of AHA.

### C. American Association of University Professors

AAUP has some parallels with ALA, particularly in that its members are for the most part employed in institutions: universities, colleges, and professional schools. Following are extracts from its Constitution:

1. AAUP's stated purpose is "to facilitate a more effective cooperation among teachers and research scholars in universities and colleges, and in professional schools of similar grade, for the promotion of the interests of higher education and research, and in general to increase the usefulness and advance the standards, ideals, and welfare of the profession."

2. The Council of the Association is its governing body.

3. Only Active members are eligible for election as officers or members of the Council. Nominations for the elective offices to be filled and for membership on the Council shall be made by a Nominating Committee of five or more members, not officers or other members of the Council, appointed by the President with the advice and consent of the Council. Before submitting to the Council for approval his appointments to the Nominating Committee, the President shall invite suggestions in writing from the members of the Council as to the membership of the Committee. The Committee shall be chosen each year in time to seek and receive suggestions from the members, chapters, and conferences of the Association with regard to persons to be nominated, and to meet and submit its report to the General Secretary, for publication to the members not later than October 1.

One member of the Council shall be elected each year from each of ten geographical districts formed with regard to the distribution of the Association's membership and to geographical contiguity. In preparation for an election, the Nominating Committee shall nominate two Active members of the Association from each district for the position on the Council to be filled from the district.

Nominations for members of the Council may also be made by petitions signed by at least 50 Active members of the Association resident within the district from which the Council member is to be chosen, provided that in determining the required number of signatures not more than ten shall be members at a single institution. Nominations for the Presidency and the Vice-Presidency may also be made by petition signed by at least 150 Active members of the Association, provided that in determining the required number of signatures not more than 15 of those signing a petition shall be members at a single institution and not more than 90 shall be members in a single district. No member shall sign more than one petition for the same office.

### D. American Medical Association

Although members of the AMA are in large part self-employed, many of the policies and problems of the Association have parallels in ALA. Therefore its organization is worthy of some study. The following description is taken from the Constitution and By-Laws of the Association and from the book by Elton Rayack entitled Professional Power and American Medicine (World Publishing Company, 1967):

1. Active membership shall be limited to those members of constituent associations who (1) hold the degree of Doctor of Medicine or Bachelor of Medicine and (2) are entitled to exercise the rights of active membership in their constituent associations, including the right to vote and hold office, as determined by their constituent associations, subject to the provisions of the By-Laws.

Associate membership shall be limited to those members who are not active members of their constituent associations and who hold the degree of Doctor of Medicine or Bachelor of Medicine, subject to the provisions of the By-Laws.

2. The formal structure of the AMA is roughly patterned after the American federal system, with governing bodies at the federal, state, and county levels. At the base of organized medicine's political pyramid are almost two thousand county medical societies. The county societies are "component" bodies of the fifty-four autonomous state and territorial associations, and the latter are,

in turn, "constituent" associations of the summit federation, the American Medical Association. Except in rare instances, it is not possible for a physician to join the AMA directly; he must first be admitted to the county or state medical society. The county societies select delegates to the governing body of their state societies and the latter--not the membership--choose representatives to the AMA's policy-making House of Delegates. Every state association is entitled to a delegate for each thousand members. In addition to determining AMA policies, the house also elects the President and other AMA officials and the extremely powerful fifteen-man Board of Trustees.

3. Although the Association's constitution designates the 238-member House of Delegates as its legislative and policy-making body, much if not most of the effective power at the national level rests with the Board of Trustees. Since the house meets for a few days semiannually, many of the basic policy and administrative decisions are of necessity left to the board. Although technically responsible to the House of Delegates, the board functions with practically no supervision when the house is not in session, and the AMA constitution gives the board a blank check on organized medicine's substantial treasury. Not only does the board have the authority to "defray the expenses of the Association to carry on its publications" and "to encourage scientific investigations"; it also has the right to use AMA funds "for any other purpose approved by the Board of Trustees". In addition, the board approves all AMA expenditures, nominates members for the Association's key standing committees, appoints the editors for all AMA publications including the highly influential house organ, The Journal of the American Medical Association, and determines the editorial policies of all Association publications in accordance with the policies enunciated by the House of Delegates. The members of the board, in effect, "perform the typical role of corporate directors."

### E. American Institute of Architects

AIA has been described for us in a letter from its Executive Director:

"The organizational structure of AIA consists of three major parts: the Commission-Committee structure which projects from the Board. All personnel in this structure are from the membership--elected officers, appointed committeemen, etc.; headquarters staff; state-chapter component structure.

"The AIA's components include state organizations comprising several chapters, statewide chapters, and chapters (which are the basic component unit). Some of the strongest state organizations (e.g., California, Pennsylvania, Texas, etc.) have staffs of their own and engage in activities at the state level which resemble national activities in government relations, public relations, professional development, etc. It seems to be time to examine this structure to avoid duplication of effort and coordination. We believe, for example, that with computerized services, the national AIA could relieve the components of such chores as dues-billing, directories, accounting, etc."

### F. American Chemical Society

1. The objectives of ACS are stated as follows:

"To encourage in the broadest and most liberal manner the advancement of chemistry in all its branches; the promotion of research in chemical science and industry; the improvement of the qualifications and usefulness of chemists through high standards of professional ethics, education, and attainments; the increase and diffusion of chemical knowledge; and by its meetings, professional contacts, reports, papers, discussions, and publications, to promote scientific interests and inquiry, thereby fostering public welfare and education, aiding the development of our country's industries, and adding to the material prosperity and happiness of our people."

2. In general, nominations for the various offices, the Council and the Council Policy Committee are open, in that nomination may be made by petition or from the floor. However, there is a committee on nominations and elections which receives from members suggestions of persons who should be considered when selecting proposed nominees, and which prepares a panel of nominees and conducts elections.

### G. Conclusions

Even this cursory description of the structure and practices of organizations with somewhat comparable objectives and outlook reveals promising indications for change in ALA. When decisions are reached about the basic direction our Association should take, more intensive research into the organization and procedures of some of these groups is bound to be fruitful.

## V. Courses of Action to be Considered

Since the basic concern of this panel is the democratization of ALA, we should note that the statements of need for this kind of improvement have reflected two shades of meaning:

Membership participation in the decision-making process, that is, in the determination of policies and program.

Increased opportunity to participate in the activities of the Association through membership on committees, holding of office, etc.

Let us look now at what can be done on either a long- or short- range basis to meet the dissatisfactions which are apparent:

### A. Consideration of long-range and thoroughgoing reorganization

#### 1. The COO Report

At this point it is helpful to review the arguments for and against reorganizing the Association which were presented by the Committee on Organization in its Midwinter 1969 Report to Council:

#### a. For reorganizing

(1) Dissatisfaction exists on the part of some members with the organization and operation of the Association.

(2) Continually increasing membership requires the creation of a new organization structure to accommodate them and involve them in the overall work of the Association.

(3) Proliferation of units and subunits has resulted in overlapping interests, duplication of effort, increasingly complex administrative procedures and a continuing increase of cost for headquarters staff and operation.

(4) Concentration of activity in the hands of a comparatively small number of individuals is a result of the present organizational structure.

(5) Protocol and red tape created by the sprawling structure strangle the Association's output, making it necessary to spend a disproportionate amount of time coping with organization problems at the expense of productive work.

(6) Communication between the Association and its parts, the Association and its members, the Association and its staff must be improved by creating more effective channels so that the quantity and quality of information required for the effective operation of the Association can be disseminated rapidly to every individual who needs to know.

b. Against reorganizing

(1) Present organizational structure is able to support an effective Association program for reaching its goals of national influence, as is evidenced by the impressive success in securing both governmental and private funding for a wide variety of projects and programs.

(2) Present structure has some flexibility and adaptability and a method of effecting changes in the structure has already been provided, but up to this time no serious attempt has been made to carry out remedial action within the present structure.

(3) Association has not really recovered from the reorganization growing out of the Fourth Activities Committee and later by comprehensive survey by Cresap, McCormick and Paget.

(4) Massive reorganization would drain away huge amounts of Association resources in manpower and money and would hamper continuation of present programs of action. It would probably mean that for two or more years the Association would be marking time.

(5) Many problems are caused simply by growth in membership and complexity of the field of librarianship.

(6) It is the judgment of the Committee on Organization that a large percentage of the membership is reasonably well satisfied with the structure which they feel represents their individual needs and interests.

The Committee on Organization, after considering all of the factors above, unanimously voted to reject the concept of total reorganization at this time because it appears to lack the support of a majority of the membership, its effects would be far more destructive than constructive to the on-going programs of the Association, and the percentage of improvement which might be effected would be minuscule in comparison with the resources which would have to be expended to attain this improvement.

## 2. Possible alternatives

Although COO recommended against complete reorganization, and there may indeed be considerable doubt that the bulk of the dissatisfactions expressed actually require sweeping structural changes, nevertheless numerous members of the Association have given long and careful thought to alternative forms which deserve consideration here. If the eventual decision is that reorganization is required, the Association must be prepared to face a long and expensive process. The present committee can only suggest possible directions and aid in the preliminary evaluation of alternatives.

### a. Complete restructuring

#### (1) Basically regional organization

The present form of ALA could be characterized as "mixed"--designed to give opportunity for membership participation through type-of-library divisions, type-of-activity divisions, sections, round tables and committees, but only slightly through regional units, namely the state and regional chapters. It would be possible to set up an organization which would be primarily based on regional and local units. As noted above, the NEA, AIA, AMA, and several other nationwide organizations require local and/or state membership for membership in the national association, and essentially, the national organization is composed of local and regional groups. Membership in either the local group or the national group assumes membership in the other. This is true also of the Special Libraries Association.

A regional form of organization might well insure more democratic involvement of larger numbers of individual members, and attention could be paid to particular needs if the local units were set up to give attention to such matters. In such an organization, the concerns at the national level would largely be such major issues as legislation, intellectual freedom, library education, research, and international relations.

At least four heads of units at ALA headquarters have shown great interest in regional organization and have set down some specific suggestions as to how it might work. Although they differ considerably in detail, they seem to agree on the importance of maintaining a strong national organization to promote general professional interests. Extracts from their comments are included here:

Carol Raney:

"I think we need a strong national organization. I would hope we could bring together some of the other related library organizations. It is a shame to have several national organizations of librarians trying to do the same job and drawing on the talents and energies of the same group of people. I think we should find some way to strengthen the regional and state associations and their relationship to ALA. This way we can encourage wide participation at the local level and then draw on the group of persons successful there to work at the national level. I like the SLA pattern of local membership as well as national. This would keep ALA members from saying 'What does ALA do for me at the local level?' I think ALA conferences are a very important part of the organization for our members. I would not like to see these become regional. As I recall, this was not very successful when tried some years ago. I am not in favor of limiting attendance to actual participants in the organizational work of the Association. Perhaps a system of delegates from libraries in addition to those who are officers and committee members of the Association is the answer."

Donald Trottier:

"For the purpose of these comments I will assume the validity of the program priorities outlined by the Activities Committee on New Directions for ALA. Based upon that assumption, the observation that occurs to me most forcefully is that all of the priorities (with the possible exception of status and welfare) fall under one or another of the separate 'offices' of ALA. None of them are priorities of divisions although they are, of course, of high importance in divisional activities. But the primary responsibility for these five priorities (intellectual freedom, manpower concerns, legislation, social responsibility, and planning and research) are assigned responsibilities of the offices of ALA.

"Having made this observation my thinking then leads me very close to [regional organization]. Still assuming the validity of the priorities, I would be tempted to believe that the most effective way of accomplishing them would be to do away with divisions entirely, and use the resources that would then be made available for two purposes. 1) To strengthen the present offices which are concerned with the priorities outlined, and 2) to build a regional network. I don't have enough experience to know how that regional network might be set up most effectively nor how it would handle many of the situations and/or problems that would arise. However, I see it being similar to the U. S. Office of Education regional offices, hopefully with some correlation to the regional library associations now extant, and supervising regional conferences in place of national conferences yearly. I believe that the work of the divisions could possibly be assigned to two sources: 1) the aforementioned offices might take on the consultant type operations that are now handled by divisions and 2) much of the work that is now done by divisional committees could be handled by expanded, enlarged, and/or added ALA committees. One great benefit that I see is doing away with all divisional committees that concern themselves only with organizational stability and details rather than substantive action. I would hope that the regional organization and expanded ALA committees (with possible committees on the regional level) would help to democratize the Association by providing as much or more participation on committees than at present, as well as more meaningful participation at regional conferences."

Lester Asheim:

"The more democratic involvement of larger numbers of individual members might better be accomplished through the more accessible, less complex regional offices, to which could (perhaps) be delegated much of the specific attention to particular needs which now is performed by the TOL and some TOA divisions. Social responsibilities of libraries might also better be defined regionally, since local priorities and needs might well differ from region to region. (I am assuming, here, that the concern is with better provision of library services to meet social issues and contribute to the amelioration of social ills. If the stress is rather on the Association's taking a lobbying stand on national social issues, that is another matter, subsumed under the several priorities already listed by the Committee.)

"Such a reorganization is likely to be more expensive and to require more total staffing than the present organization, since it would seem to require provision (in effect) of an executive secretary for each of the divisions in each of the regions, plus some central coordinating office for each. The general principle, however, seems to me to be a sound one.

"The support of the proposed organization would probably have to follow a pattern like that of the Special Libraries Association: membership in the national organization is required in order to participate in the local ones, with a portion of each member's dues earmarked for the regional association which serves his locality. If members were allowed the option, many would see no need to support the national organization since their immediate needs could be met locally, while the benefits of the broader activities would accrue to them whether they paid their dues or not. I am afraid this describes the thinking of many librarians who are not now members of the Association.

"One question should be faced: will the narrower focus of the regionals really meet the need? There is a value for librarians in being able to discuss their specific problems with other librarians in a similar situation, but there are also benefits to be gained from going outside the narrow confines of a geographical region and sharing experience with a less parochial and less familiar group. If there is complaint now that we keep listening to the same people, how much more aggravated will that complaint be when the field from which to draw is limited to the same few states in a region?

"I am convinced that a national organization is needed at the level of general professional interests (intellectual freedom, legislation, manpower concerns, planning and research) so that it may speak in one voice for the profession and make its presence felt. It is possible that a smaller headquarters staff with more authority to deal with such issues could move more quickly and decisively than the present organization, with its dedication to democratic involvement of the members in all decisions and actions."

Gerald Shields:

"To me, this is the clue for the basic democratization of the Association. Sociologists and polcitical scientists tell us that the nation is headed directly toward local control of the social, political and even esthetic agencies of a given community. This is the basis for my suggestion.

"There should be regionalization of the Association. The number of regions should be determined by existing regionalization and the willingness of state associations to regionalize based on common interests and needs. I can see the southwestern states as a region. I see California as a region of its own. The Pacific Northwest is already there; the mountain states, the northern plains, the central states, the gulf states, the appalachian states, the New England states, etc. The ALA regional office would be the central secretariat for the chapters in the region (thus strengthening many of the now almost moribund associations) and it would provide regional services on the status and welfare of librarians, investigations on tenure, intellectual freedom, work standards, act as a clearing house on regional information, and, of course, be charged with staging an annual regional conference which would include the preparation of an election of delegates to the national conference.

"The national headquarters would be concerned with the raising of the standards of libraries through various means. Legislative activities on the national level would continue and if anything be strengthened by a tight regional Council on legislative programming. Library Education is a national concern and would maintain its offices here. Standards for Research and Development should be developed at a national level. On a national level there should be an agency on human dignity and freedom which would encompass the currently split and sometimes very confused Social Responsibilities activity and intellectual freedom. The administration of libraries should include not only the profession of the administrator of libraries but the administrated working under the same umbrella to establish national standards which could take the form of placing a stamp of approval (accreditation) from the national association. And most certainly there should be a national office on library services (when I think of the development of media standards being the exclusive property of the school librarians, I deplore the set-back that movement has been given in public and academic institutions). Committees would work on the local level and the only national committees would be advisory to Council.

"The governance of the Association would have to be changed to accommodate such activity. The Executive Board could be constituted much in the same way that it is now except that instead of Council electing the members it would be done at the regional level. In other words, each region would have a slot on the Board. And that position would be elected directly by the regional membership as the rotation vacancy came around. Council would be composed much like a house of representatives from each region with half of the delegates being elected each year. The president of the association would be elected by much the same method except that the regional groups would provide a single candidate for the office and the national election would go to the majority holder."

### (2) ALA as a federation of special interest organizations

Another form of organization suggested is superficially similar to the present but supposes an overall strong organization devoted to general professional interests as the apex of a federation of organizations with special interests. Although this may seem to be the pattern of the Council of National Library Associations, it is recognized that the extremely loose structure of CNLA would not effectively produce a strong national top-level association. Nevertheless, this umbrella concept has had considerable appeal to some members and is put forward from time to time. Whether or not such an organization would produce more democratic participation in ALA is difficult to estimate. Representatives to any overall general council would come from the strong interest groups. Within those groups, presumably, individual members could have good opportunity for expression.

Some interest was shown by ALA staff members in a federation form of organization, usually accompanied by a note of caution:

Forrest Carhart:

"It seems to me that it will be inevitable in an organization that has as many members as does ALA that we will break up into natural subgroups. By and large these subgroups will be determined by our affinities based on professional interests. I feel that the activities we engage in will be a much stronger bond than will be geographic proximity. Even in our strong and weak regional organizations, not to mention our strong and weak state organizations, we see groupings by kinds of professional interests. I do not view this as 'me-too-ism' copying the patterns of a parent organization such as ALA. I see this as natural expression of curiosity: 'How do you do it in your library?'

"Thinking, then, of these things, it seems to me that [a federation] offers a very attractive possibility for ALA as an organizational pattern. It has the advantage of allowing each interest group in a federation to do as it pleases. It, however, brings with it the concomitant weakness of a federation, which comes about from a lack of unity. It seems to me that ALA has gained the prestige which it enjoys in the minds of the public--in federal offices particularly, not to mention foundation offices--because it has been a strong and a large voice in the profession. Possibly there's a middle road between the very loose federation and the very strong central association. In any case, to avoid manpower waste, and thus economic waste, the federation would have to be tight enough so that it could draw upon strong central services to support the common activities or the common interests of the special interests groups."

Lester Asheim:

"As an alternative, to avoid the narrowness of the regional concept, there is [the] proposal [for a federation]. I do not quite see how this would differ much from what we now have. The ACRL, the PLA, and the AASL are essentially organizations with special interests bound together in a federation which has overall responsibility for general professional interests. If the divisions were given more autonomy, we would have something like the CNLA, which strikes me as an unpromising model to emulate. Presumably [this] proposal assumes that ALA should take the initiative in urging the federation, not of its present divisions, but of outside organizations like ARL, SLA, ASIS, and others. I foresee jurisdictional disputes over such a proposal that could bog down all professional activities for years (see the present attempt of SLA and ASIS to effect some kind of a merger)."

### b. Partial restructuring

Numerous modifications of the present organization, some of them quite far-reaching, have been suggested:

#### (1) Elimination or combination of divisions

Elimination of all divisions has not seriously been considered, but arguments have been advanced for retaining only one type of division--either TOL or TOA. Eliminating type-of-activity divisions would undoubtedly result in setting up within each type-of-library division sections and other units almost as numerous as those now in TOA. It is difficult to see how democratic participation might be enhanced thereby.

Two ALA staff members offered specific ideas on eliminating TOL divisions:

Carol Raney:

"The real problem with the present organization is the overlapping interests and functions, I think. I wonder if we would not be better off to organize our Association with type-of-activity as the main focus. I expect I will be accused of a bias in this matter! This may be a valid criticism.

"[The] units would be supported by similarly oriented headquarters staff. The units could identify the needs and the headquarters staff engage in such things as research, equipment testing, publishing, legislation lobbying and provision of consultant services. These things are generally beyond the capacity of volunteer groups and need to be done by some other group, e.g. ALA. Hopefully our headquarters organization would allow for quick response (and action) to membership needs in both the housekeeping and outreach areas."

Ruth Frame:

"A reorganization of ALA into activity groups (rather than its present type-of-library, type-of-activity, and roundtable-interest units) would probably assist in giving priority to activities related to intellectual freedom, manpower, legislation, social responsibility, planning and research.

"I doubt that the majority of the membership wishes ALA to discontinue such activities as setting standards, giving budget guidance, sponsoring programs about buildings and equipment, sponsoring improvements in changing technical methods, assisting federal and state governments with library statistical records, recommending materials and services, and publicizing improved techniques of service. Some of these current activities may be seen as part of the priorities listed above, but the breadth of inclusion in the suggested priorities is not easily defined. If the ALA had "activity groups" rather than "membership units" it would be easier for the groups to concentrate on activities which transcend type-of-library concerns.

"Problems related primarily to one type of library would have to be the concern of a portion of the pertinent activity group. Many concerns which have been considered by types-of-library division could be treated as overall concerns.

"If ALA were organized by broad activity groups some of the activities now conducted by divisions and committees would have to be done by staff members. Staff members could prepare and plan publications, perform or direct studies, plan training programs directed toward whatever needs were specified or apparent, and work with libraries and other organizations and institutions in developing materials and doing those activities which improve library services.

"If all ALA members were automatically part of any or all activity groups this would provide a more democratic approach to activities. It is possible for a member to belong to all units now, but the dues structure and the organizational structure do not encourage such participation. I realize that no member would have the time to be active in all groups, but a member might be active and have a stake in several.

"There is also a possibility that a planning and research group might be a restricted group. For instance, participation in this group might be limited to those ALA members who had acquired a degree in library science or who had a related education and were employed in a library in a position classified at a professional level. The establishment of one such professionally limited group might be a way to recognize the wish of many members for an identifiable professional body within the association.

"If ALA were reorganized into activity groups the following might be considered: Intellectual freedom, manpower concerns, legislation, social responsibility, planning and research, library standards, library services and materials, library administration and development."

(2) Miscellaneous

Scattered suggestions have included: Reduction in size of Council (elimination of at-large members, of division presidents, of former presidents of ALA) restriction of membership in ALA to professional librarians (entirely dependent, of course, on a definite switch in the objectives of the Association.)

B. Consideration of short-range action possible within present organization

Our primary immediate purpose is achievement of democratization. Several short-range actions to this end are well within the scope of the present organization, some, it is true, dependent on amendments to the Constitution or Bylaws, others only requiring an act of comprehension and will.

1. A great deal of streamlining can take place without any change in the Constitution or Bylaws. Committee sections, even whole divisions can be reduced, combined, or eliminated, if the functions they perform are outworn, unnecessary, or redundant.

2. Likewise, generally unused machinery for nomination and election procedures can be set in motion. With relatively simple amendments, the whole nominating procedure can be completely altered to substitute nomination by petition for nomination by committee, thus eliminating any possibility of self-perpetuation of a ruling clique, opening the door to participation in high places by younger members, and producing direct involvement of a considerable proportion of the membership in selection of candidates for high posts.

Several members of the ALA staff see election improvement as the most promising step toward democratization.

Ruth Frame:

"I understand democratization to mean determination of policies and activities by the majority, increased opportunities for any member to take a leadership role, and inclusion of the viewpoints of all portions of the organization in determining activities and policies.

"In some ways the ALA is a very democratic organization now. The fact that there are so many divisions and round tables with a wide variety of interests gives a large percentage of members the opportunity to work actively (and with influence) on conference programs, studies, publications, etc. These activities provide guidance, education and public relations which are in many ways "the association"--its program and stance.

"In some ways ALA's procedures and methods of operation have not been very democratic. Candidates for offices are selected by nominating committees; major activities are determined by division boards; priorities are set by the executive board through its approval of budgets. Such procedures as more frequent membership (mail) votes on priorities of activities, more solicitation of candidates for key offices, official publication of varieties of viewpoints held by different units or members, would provide more democratization."

**Don Culbertson:**

"The basic structural fault of the American Library Association is the lack of commitment to any program from the officers of the Association, and the officers of the Divisions. These people must be selected by a nomination process which is not susceptible to being operated by a clique as is our present system (the Executive Board selects the Nominating Committee, which in turn nominates individuals to run for positions which are ex-officio on the Executive Board).

"Persons must want to run for office at ALA and evidence of this desire must be shown through some small effort which would be required for nomination, such as the gathering of signatures on petitions. All persons who presented the required number of signatures on positions would be (a) placed on the ballot and (b) given an opportunity, through the pages of selected ALA publications, to present the platform upon which they would run and the reason they believe themselves to be especially qualified to carry out the goals in their platform. All other approaches to the membership, such as speaking engagements, independent mailings, etc., would be prohibited. The membership would then be able to select a person who ran on a platform and who obviously wanted to run. In order that the President and also the Presidents of Divisions be permitted time to work out a program, the term of office should be two years, and in the case of the President of the Association, it should probably be assumed that at least one half his time be devoted to ALA. His institution should be so compensated.

"There is no point whatsoever in changing the organization of the ALA; as suggested on the third page of Mr. Clift's memo, if officers were both to run on a platform and because they wanted to. The officers would see that changes were made in the organization to reflect the needs for reaching the goals which they have specified in their platforms.

"The only organizational change to be done in order to make such a system work is in changing the structure of the Council and the relationship of the Executive Board to the Council. The Council should represent portions of the organization and these Council members should also run on a platform and be nominated by petition. None of these persons should represent organizations or groups of persons who are not dues paying members of ALA. This would eliminate representatives from chapters and regions, past presidents of the Association, and representatives of outside organizations. This would leave representatives of divisions, and other organizations within the Association, although a more equitable means of distributing the available Council seats would have to be agreed upon.

"The Executive Board would be selected from among the members of the Council by an election held within the Council. It should also include the highest officers of the Association, ex-officio. This way, the Executive Board would be the operating unit responsible to the Council, which in turn would directly reflect the wishes of the members and represent them individually. All other organizational changes should be left to the officers os that the program which they proposed would be reflected most efficiently by organizational modifications.

"Democratization of the Association beyond this point is unnecessary. The basic problem is that the member does not feel the Association represents him. The organization of ALA is not at fault, but the fact that the officers do not represent anyone, frequently not even themselves, is at fault. Once members realize that the representatives which they elect are chosen by a process which is not amenable to manipulation, and which can directly reflect their will, they will no longer complain about the establishment or the Association as such. Their complaint can then be directly sent to the person who can most easily do something about it, their duly elected representative."

3. Other suggestions for democratization from ALA staff have included:

a. Greater use of the mail vote on matters where membership action or opinion is needed. (Agnes Reagan)

b. Regional balloting for candidates. (Lester Asheim)

c. Improved machinery for eliciting participation.

Jeanette Swickard:

"Establish a data bank of names of people who are eligible for and capable of performing committee work. Suggestions might come from library schools and large libraries, as well as from committee members, as now. Such information as age, experience, special interests, committee experience, type of activity and region should be entered, so that the data could be searched to provide names with the desired qualities. An intensified effort should be made to involve younger members in committee work."

But from Ruth Tarbox comes a sobering note:

"Are those members requesting greater participation willing to assume the accompanying responsibility? Have they demonstrated interest in forwarding the profession through participation in state and regional groups?

"YASD had a one-page poll in the June 1969 issue of Top of the News asking every member to comment on the division as a first step in the evaluation requested by COO. How many replies?? 32, out of more than 8,500."

4. COO proposals for organizational streamlining

Again it is useful to recall that the 1969 report of the Committee on Organization made certain recommendations for action which were accepted by Council, and which are now being carried out--all in the interest of "substantial simplification of the existing organizational structure with attendant benefits in speed and responsiveness to membership needs":

a. Require that all units conduct an extensive reappraisal of their own subunit structure with the goal of simplifying by elimination or combination.

b. Adopt a pattern for standardization of committee structure and terminology within ALA Divisions, committees and other units.

c. Adopt guidelines and criteria for judging the formation and viability of all units.

d. Require that all Association and unit procedures be reexamined and simplified wherever possible.

e. Instruct ALA staff to avoid inter- and intra-divisional overlaps and duplications and give them authority to settle such jurisdictional disputes subject to appeal of their decision to the Committee on Organization.

f. Control proliferation by suggesting that before a new unit is created all other units be examined to determine whether the goal can be accomplished through an existing unit.

g. Encourage officers of such units as have governing bodies to make greater use of their governing bodies as alternates to creating new units.

h. Limit the number of ALA and unit offices or committee appointments which an individual may occupy simultaneously in order to insure greater involvement and better use of more members in Association activities. Committee reappointment should be based on activity and contribution as a committee member and should not be automatic.

5. A further proposal for streamlining has come from John Lorenz:

"ALA has become a large organization. In the process it has become too unwieldy, expensive and, in many cases, fruitless to have hundreds of committees and hundreds of meetings, the principal or only result of which is membership involvement or communication. These are no longer sufficient justification. The Executive Board and the Divisions should be seriously asked to reexamine the need for all committees and consider the alternative, where necessary or desirable, of having a responsible individual (possibly a member of an existing Board) to be responsible for action and/or communication as needed in particular areas of concern. The individual would have the privilege, of course, of calling upon other members informally for advice or assistance, as needed. All Committees found to be not needed should be subsequently discharged, at least for a trial period. The continuation of any committee would have to be justified to the appropriate Board.

"I believe such a proposition would test the desire of the membership to streamline the Association and work toward cost reduction. It should also abolish hundreds of appointments and scores of meetings each year and perhaps give the Headquarters staff more time for professional work. Such a reexamination might have a cathartic effect and be quite salutary. At the very least it would challenge our present state of Association constipation."

## VI. The Imperative: Decision on ALA Objectives

From the beginning of this report, it has been plain that the members of the panel cannot complete their assigned task until a basic decision is made by the membership on the kind of organization ALA is to be. Over and over this statement is confirmed:

Don Culbertson:

"The American Library Association is going to have to make a decision pertaining to the basic function of ALA, i.e., is it an organization with broad national goals, such as recruitment, education, status, social responsibility, legislation and intellectual freedom, or is it concerned with service to individual librarians through the provision of booklists, tests of library equipment, periodicals informing him of items of relatively narrow interest, tools of his trade, leadership in committee activities, 'consulting,' program speakers and other types of assistance at the personal and local level. The American Library Association cannot afford to support librarianship on both levels and do it effectively with our limited resources."

Ruth Warncke:

"If ALA is to become an action organization in certain areas of concern, will it be possible for it to continue its educational role in other areas or will those areas requiring an educational role have to become separate units or loosely associated units of the Association?

"In developing program on the basis of these priorities, will ALA continue to be a membership participation organization or is it planned to develop an organization with relatively few decision making bodies and the use of available funds to support an operation staff, something on the pattern of the American Civil Liberties Union or other organizations to which members belong in order to support necessary activities, not to undertake such activities themselves?

"It seems to me that when these questions are answered, it will not be necessary to review the objectives of the present organization nor the kinds of complaints that are made against it. If ALA changes its objectives and functions, it would seem to me wise to build an organization capable of discharging the functions and meeting the goals from scratch rather than to try to bend the present organization to serve new needs. The best thinking can be done, it seems to me, if the committee members involved are not hampered by trying to retain as much of the old organization as possible. The creative thinkers on the committee should be able to assume that there is no ALA and to build one that will better suit the next hundred years than the old one possibly can."

We know, too, that related questions are dependent on this basic decision. John Lorenz has touched on two:

"We need to know the actual facts on how serious the question of ALA's present tax status is if the association becomes more action oriented. If the impact is serious, I would suggest that a short-range consideration might be the establishment of a semi-autonomous library action group with the kind of organizational and funding relationship to ALA that would not jeopardize its present tax status. I am not sure whether the AFL-CIO Political Action Committee would be a parallel development or not, but this could be checked.

"In the long range, I believe the membership wants as streamlined an association as possible, with the elimination of as much overhead as possible. But regardless of such streamlining, an action association is going to cost more money. I believe the membership needs to be tested as to how much it is willing to pay for such an association. In the long run, the membership should have the kind of association it is willing to support with its dollars and its energy."

Robert Sheridan, until recently chairman of the Committee on Organization, has made it clear that only the membership can make the decision:

"It is my firm belief that the organizational structure of the organization is reasonably sound and certainly susceptible to reshaping to make it operate more effectively. What is lacking is a clear statement of basic Association purpose. Let us concentrate on determining whether the Association's primary purpose is library service or service to librarians (or both, if they can survive in one envelope) and not allow the matter of organizational structure to distract us from this fundamental

**question. The organizational structure can be modified or completely redesigned, by either the President's Committee on New Directions for ALA or the Committee on Organization, but if this is to be meaningful, every member of the Association must be allowed to participate, if they wish, in the discussion of and decision on the future direction of the American Library Association. Only after this decision is made can work begin on tailoring the organization's structure to suit the goals which the Association wishes to accomplish."**

**Katherine Laich, Chairman**
**Keith Doms**
**Albert P. Marshall**
**Glenn F. Miller**

## APPENDIX C-6-b

## Panel on Democratization of the Association and Alternative Patterns of Organization for ALA

Working Paper
February 27, 1970
Revised May 1, 1970

Re: Outline of Alternative Patterns of Organization and Suggestions for Approaches to Achieving a More Democratic Association

This is a brief outline of several possible patterns for reorganization of ALA, each accompanied by a listing of such benefits and drawbacks as have emerged from the statements and materials we have accumulated. Sources for some of the ideas have been specifically indicated.

The plans fall into two groups:

I. Basic Reorganization
   A. Federated organization
   B. Regionalized organization
      1. Division of ALA into geographical regions
      2. Conversion of existing geographical organizations into a regional structure.

II. Modifications of the Present Organization
   A. Divisional structure by Type-of-Library (TOA eliminated)
   B. Divisional structure by Type-of-Activity (TOL eliminated)
      1. Retention of present TOA divisions
      2. Five-division plan
      3. Three-division plan
   C. Various combinations of existing divisions
      1. Reduction of Type-of-Activity divisions to two
      2.-5. Plans for streamlining of divisions

Included also in this working paper is a compilation of suggestions received from committee members and other members of ALA for approaches to achieving a more democratic association. None of these require extensive reorganization; some do not even require changes in the Constitution or Bylaws. (Some of these were more fully discussed in the panel's report of November 26, 1969, which was incorporated into ACONDA's First Report, January 1970.)

This paper is far from exhaustive. The possible permutations and combinations or organizational components and approaches are still almost infinite.

## I. Plans Requiring Basic Reorganization

### A. Federated Organization

#### General description

A federation of independent library organizations with specialized interests; at the top an umbrella organization to provide central services and to take care of general concerns common to all types of libraries, all kinds of librarians, and all groups with interest in libraries, library materials, and librarianship.

The policy-forming and governing body (Council) could be made up of the collective governing officers of the component organizations or could be otherwise selected. Officers of the federation would be elected by the Council.

Each organization would collect personal and/or institutional dues, depending on the nature of the organization, and would be proportionally assessed for the funds needed to carry on the over-all activities of ALA.

#### Advantages

(1) Would provide a structure wherein any library organization could retain its integrity, and might therefore attract into membership organizations now only affiliated with ALA or even completely separate, such as American Association of Law Libraries, Medical Library Association, Music Library Association, Special Libraries Association, etc.

(2) Would provide complete freedom of action within the component associations, thus avoiding the present obligation placed on dividions to keep within strict boundaries in divisional fields of responsibility, which is a galling restriction in the eyes of some type-of-library divisions.

(3) Would permit development of a completely professional association (society, guild, institute, college?) of librarians within the ALA structure.

(4) Would likewise permit further development of strictly lay groups, such as trustees, library suppliers, etc.

(5) Would encourage development of a strong central service organization, resulting in over-all economies in manpower and materials in the total activities of existing library organizations when they become part of the new structure.

#### Disadvantages

(1) Might result in duplication, overlapping, and financial waste for the present ALA divisions if they become completely independent.

(2) Autonomous component organizations would have difficulty in agreeing on over-all policy.

(3) Would not readily provide local or regional representation in the governing body.

## B. Regionalized Organization

### General description

A regionally-structured organization in which power would move from the local, state, and regional levels to the national level through a representational sequence. A variety of interests would need to be accommodated at each level.

The policy-forming and governing body would be elected by the affiliated local, state, and regional organizations.

National officers would be elected by the Council (Representative Assembly).

Alternate approaches:

1. Division into geographical regions. Would be implemented by dividing the present national associations, with further division into state and local organizations.

2. Conversion of geographical organizations into component parts of a regional structure. Would be implemented by pulling present chapters (state associations) into a regional structure. Each chapter would be required to join a regional group at a level above it, and also to subdivide into local groups or societies.

**Advantages** (For fuller explanation, see panel report, Appendix C-6-a)

(1) Would bring ALA activities down to the grass roots level, permitting more members, particularly more young members, to participate, especially through attending regional conferences.

(2) Would increase ALA membership, since total membership in the state associations exceeds ALA's present total.

(3) Better attention could be given to local library concerns, which may differ throughout the country.

(4) Would permit single dues structure, with collection made at the national level and portions earmarked for the levels below.

(5) Would provide skilled counsel to state and local groups from the regional level (through regional offices of ALA).

**Disadvantages**

(1) Would not provide members broad opportunity for contact with colleagues throughout the country. Therefore would promote insularity.

(2) Would discourage career mobility, since gaining distinction at local, state, and regional levels would become a virtual prerequisite for election to a national post, the only path to participation at the national level.

(3) Successful development of special interest activities in a given area would be highly dependent on local, state, and regional preference. Individuals might find no channels for meaningful participation in their specific fields of interest.

(4) Would be more expensive than the present organization because it would require more total staffing if ALA regional staff offices were provided.

## II. Plans Requiring Modification of the Existing Organization

### A. Divisional Structure by Type-of-Library only (TOA eliminated)

General description

All major activities of the association take place in the type-of-library divisions. Type-of-activity divisions would be dissolved and their activities would be absorbed within the structure of the TOL divisions.

Advantages

(1) Would correct present weakening effect which TOA divisions have on TOL divisions.

(2) Would permit TOL divisions to engage in activities vital to their members, such as personnel administration, buildings, information science, etc.

Disadvantages

(1) Many members find their greatest interest and satisfaction in TOA activities, and feel that their first loyalty is to the kind of service they perform, rather than the kind of library in which they work.

(2) Type-of-library divisions are sometimes dominated by administrators of large libraries; young librarians and service librarians find their greatest opportunity for participation in the TOA divisions.

### B. Divisional Structure by Type-of-Activity only (TOL eliminated)

General description

All major activities of the Association would take place in Type-of-Activity divisions. Activities now carried out in TOL divisions would be subordinated within the structure of TOA divisions.

#### 1. Retention of all present TOA divisions

Advantages

(1) Would stress commonalty of librarianship rather than the differences arising out of the type of institution in which the librarian works.

(2) Would simplify the organization immensely.

Disadvantages

(1) Many members feel intense loyalty to their type-of-library division, and would be grieved not to be able to continue their activities with like-minded colleagues therein.

(2) Would necessitate type-of-library breakdown in virtually every type-of-activity unit, thus failing to achieve any real simplification in the organization.

2. Five-division plan (presented by William Hinchliff, member of ACONDA)

General description

Five distinctive functional divisions: Management Development, Staff Development, Services Development, Media Development, and Environment Development; plus three autonomous affiliates for Intellectual Freedom, Legislative Education and Action, and Research and Planning.

Advantages

(1) Rational concentration on the most relevant needs and priorities.

(2) Simplicity, economy, and efficiency in more rapidly advancing the art in the five fundamental functions of multi-media libraries and library systems.

(3) Positive promotion of dynamic development; greater effectiveness in increasing pbulic understanding of library services and public support of their improvement.

(4) The three autonomous affiliates could act faster and with more precision than their parent counterparts; they could recruit their own members, raise and spend their own funds, select their own staff, and could accept certain financial and legal risks without jeopardizing their parent and their related organizations.

3. Three-division plan (presented by Brigitte Kenney, member of Committee on Organization)

Mrs. Kenney: "I believe that the Type-of-Library Divisions should be eliminated entirely. They bring everyone connected with one type of library together, and therefore splinter the Association into groups so out of touch with each other as to forget about the commanlty of librarianship. I believe we are concerned with library service and librarianship, not libraries as institutions, per se.

"The new structure should include one division for all technical services and one for all public services. Service to children and young people, whether in school or outside, should NOT be a separate activity division . . .

"It may be necessary to form an administrative services division to give a home to library administrators, personnel, fiscal, systems and P.R. people. Their interests are indeed very similar, regardless of kind of library.

"The remainder of the structure should follow the outline suggested by COO: the Committee-Office-Round Table or Forum triad. [Note: see below.] This would allow ALA to become much more mission-oriented than it is right now; indeed, we have examples now of this type of organization: Intellectual Freedom, Scoial Responsibilities of Libraries, International Relations and Library Research. Several others suggest themselves, and here might fit a group of certified librarians, related to a manpower-library education office at ALA and a Committee on Professional Standards and Education."

C. Various Combinations of Existing Divisions

(These are of such variety that it would be difficult to make clear differentiation among their respective advantages and disadvantages. All produce the benefit of reducing the amount of support necessary from headquarters staff, thus freeing high-level staff for professional specialist services.)

1. Reduction of Type-of-Activity divisions to two (presented by Committee on Organization)

COO: "When the present ALA structure was set up, librarians in the technical services voted to join in one division, the Resources and Technical Services Division, to work together to improve library technical services. Special interest groups within the technical services were to be served by sections. This was a statesmanly decision made by vote of the majority of the individual members engaged in the technical services area. The public services, on the other hand, were splintered. The present long look at ALA offers an appropriate time to assess the results of these opposite decisions. COO has done so, and recommends that ALA consider simplifying its divisional structure by combininb public service interests in one division. The Association would thus gain the advantages which follow from the juxtaposition of likeness and diversity, which RTSD now enjoys."

The Committee on Organization has further described what it terms a "triad": a Round Table-Committee-Office combination, offering the example of the International Relations Round Table, the International Relations Committee, and the International Relations Office.

COO: "These three units work together in an area of concern to many ALA members, who find their primary affiliations in various type-of-activity and type-of-library divisions.

"In this three-part combination of units, the Round Table is the program and membership-affiliation body, offering a public forum for discussion, public hearings, publicizing, and disseminating information; the Committee is the policy-development body; and the Office is the executive body. This triad pattern has emerged gradually during the past decade. It seems to COO to offer a useful suborganization for the accomplishment of objectives in areas of interest which cut across divisional lines."

2. Realignment of existing divisions (presented by John Lorenz, member of ACONDA)

Mr. Lorenz: "The continuing objective of the Association is 'to promote library service and librarianship.' As a result and to be responsive to the interests and desires of the membership, both type of library and type of activity divisions will continue to be needed in the immediate future, but divisions and all other organizational units requiring headquarters staff support should be reduced to the minimum number. As perhaps an evolutionary step which will require some further study and organizational adjustment before implementation, the following realignment should be considered: Three type-of-library divisions: AASL, ACRL, PLA (to include present AHIL and ASL); four type-of-activity divisions: ALTA, LAD, Reader Services Division (to include present ASD, CSD, RSD, YASD); RTSD (to include ISAD). (Activities and responsibilities of the present LED would become part of an expanded ALA office covering all activities concerned with manpower and education.)

"This would reduce the number of divisions requiring staffing at headquarters from 14 to 7. This recommendation responds to the following information provided to the Committee from various sources: 'The ALA is big and is splintered into entirely too many groups.' 'Proliferation of units and subunits has resulted in over-lapping interests, duplication of effort, increasingly complex administrative procedures and a continuing increase of cost for headquarters staff and operation.'

"Headquarters professional staff at present need to spend an inordinate amount of time on routine organizational business. More time is needed for professional specialist services. The input to the Committee on this point stated: 'Protocol and red tape created by the sprawling structure strangle the Association's output, making it necessary to spend a disproportionate amount of time coping with organization problems at the expense of productive work.'

"Officers and chairmen should assume more responsibility for organizational unit operation and program. The Association may need more loosely related special interest groups (perhaps round tables) in important but discrete areas. However, these should be able to operate with little or no drain on headquarters resources. Associatives rather than maintenance of organizational operation."

3. Combine CSD, YASD, AASL (from various sources)

4. Combine ASD and RSD (from several sources)

## Approaches Toward Achieving a More Democratic Association

(all susceptible of early implementation)

Note: A number of the suggestions presented here are incompatible with others, and in some instances are directly contradictory.

1. Nomination and election procedures (from various sources)

a. Nominate officers by petition instead of by committee.

b. Employ regional balloting for Council.

c. Provide greater opportunity to learn candidates' positions on issues of concern.

2. Communication with membership (from various sources)

a. Publicize ALA's policies, procedures, and activities much more extensively.

b. Survey membership concerns and get a profile against which to test for guidance in establishing policies and procedures. (Brigitte Kenney)

c. Make increased use of mail vote.

3. Council composition (from various sources; see also panel report of November 26, 1969)

a. Eliminate past presidents and division councilors as voting members of Council.

b. Increase number of chapter councilors; place more responsibility on them; provide alternate representative in Council in absence of chapter councilor; provide common organizational structure for chapters in relation to selection and responsibilities of chapter councilors. (from Special Committee on ALA Chapter Relationships)

c. Have all councilors elected at large.

d. Make Council more representative (i.e., one man- one vote)

4. Committees (suggested by Brigitte Kenney)

a. Enforce policy of limiting any one individual to membership on not more than three committees.

b. Enlarge committees to permit participation by more people.

5. Regional conferences (Eli Oboler)

Establish regional conferences on regularly scheduled basis.

Katherine Laich, Chairman

# APPENDIX D

## Acknowledgments

ACONDA thanks the people and units listed below for their letters or other contributions to the work of the Committee. This list is inevitably incomplete. It was not always possible, for example, to identify from the transcribed tapes of the Midwinter hearings all the persons who talked at that time.

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Virginia L. Ross
Samuel Rothstein
William Rutter
David Sabsay
Anita R. Schiller
Robert Severance
Marietta D. Shepard
Jesse Shera
Robert N. Sheridan
Gerald Shields
Syd Shinn
Bonnie Sillers
Eleanor T. Smith
Rachel Smith
Robert S. Smith
Jean-Anne South
Grace T. Stevenson
Elizabeth W. Stone
Jeanette H. Swickard
Ruth Tarbox
J. Donald Thomas
Margaret Thrasher

Herman L. Totten
Donald Trottier
Helen W. Tuttle
Delores K. Vaughan
Diana Vescelius
Lu Ouida Vinson
Melvin Voigt
Barbara L. Wagner
Ruth Warncke
Richard L. Waters
James Welbourne
David Weill
Eugene Wine

Units of ALA and Other Groups

American Library Trustee Association
Association of College and Research Libraries
California Library Association
Committee on Organization
Junior Members Round Table
Librarians for 321.8
Mountain Plains Library Association
Public Library Association
Social Responsibilities Round Table (ALA)
Social Responsibilities Round Table of the Finger Lakes
Southwestern Library Association
Special Committee on ALA Chapter Relationships